



Connecticut
INDUSTRY

MARCH
1944

All In A Day's Work

★ In our line of business, we take orders for the various types of jobs we do, as they come—and do our best to expedite the work, furnish the assistance the contractor needs, and finish up. In the regular course of a week, our trucks and trailers and cranes and crews will be scattered pretty well over the map of New England. Just the other day a visitor in our headquarters office asked, out of interest, to see a list of jobs tackled by the Roger Sherman organization in an average day. So picking at random out of the files we took this record, for an average day of Roger Sherman activity. It happens to be a list of 20 different jobs handled on Saturday, October 9. Here it is:

5 Truck Cranes

Working at Walsh-Kaiser Shipyards, Providence, Rhode Island.

1 Truck Crane

Working at Bethlehem-Hingham Shipyard, Hingham, Massachusetts.

2 Truck Cranes

Working at Block Island, Rhode Island for The City Lumber Company of Bridgeport, Connecticut.

1 Truck Crane, 5 Trucks and 7 Men

Moving machinery from Springfield, Massachusetts, to Providence, Rhode Island, for the Springfield Arsenal.

2 Truck Cranes, 2 Platform Trailers, 1 Low Bed Trailer and 4 Men

Moving and loading Gliders on Flat cars at Saybrook, Connecticut, for Pratt-Read, Inc.

1 Truck Crane, 1 Platform Trailer, 3 Trucks and 7 Men

Moving Looms from New Haven, Connecticut to East-hampton, Massachusetts for The United Elastic Company.

1 Beam Trailer

Moving large Steam Shovel from Westfield, Massachusetts to Holyoke, Massachusetts for Daniel O'Connell & Son.

Carryall Trailer

Moving Roller from Hartford, Connecticut to Shrewsbury, Massachusetts for Henley Lundgren Company.

Carryall Trailer

Moving $\frac{3}{4}$ yd. P & H Shovel from Springfield, Massachusetts to Manchester, Connecticut for Louis Petrossi.

Carryall Trailer

Moving 28 ton Bay City Backhoe from Waterbury, Connecticut to Hartford, Connecticut for E. M. Allen & Son.

EMERGENCY!!!

35 ft. Platform Trailer and 1 Extra Man

Moving Glider Parts from Deep River, Connecticut to GADSDEN, ALABAMA!!! for Pratt-Read Company, Deep River, Connecticut.

Winch Truck and 2 Men

Moving safe from Freight Yard, Hartford, Connecticut to Airport Homes, Hartford, Connecticut for York Safe and Lock Company.

Winch Truck and 4 Men

Jacking up Motor in pit at New Haven, Connecticut for The Connecticut Hard Rubber Company.

Winch Truck

Unloading machine from railroad car at East Hartford, Connecticut for Hamilton Standard Propellers.

3 Trucks and 2 Men

Moving machinery from Saugerties, New York to Plainfield, Connecticut, for The Plastic Film Company.

1 Truck and 2 Men

Moving Safe from East Hartford, Connecticut to Collinsville, Connecticut, for Office of Price Administration.

1 Truck and 3 Men—1 Winch Truck

Moving Equipment from East Hartford, Connecticut to Buckland, Connecticut for Pratt & Whitney Aircraft.

1 Winch Truck and 3 Men

Placing Boiler in West Hartford, Connecticut for L. S. Griffling.

1 Truck and 1 Man

Unloading car of Paper in Hartford, Connecticut for Hartford Times.

Winch Truck, Foreman and 4 Men

Dismantling, shipping and crating 450 tons of machinery to South America for the National Paper and Type Company.

And we still could have taken care of several emergency jobs.

Three rigging foremen and a few men were still available. Also a 50 ton Crawler Crane, a 20 ton Crawler Crane, several truck cranes, lowbed trailers and winch trucks and 21 mechanics and service men.

★ Yes, it's an interesting sort of business—and Roger Sherman men and machines can handle it!

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Write for Booklet "Air Cargoes"
Save Waste Paper for war production

THE RED CROSS SPIRIT

By ALFRED C. FULLER, *President*



DURING the month of March everyone throughout the nation is being asked to increase his contribution to the Red Cross in keeping with the larger tasks of unselfish service now being so freely given to relieve the physical and mental pain and discomfort suffered by American boys and their Allies on all war fronts. Food and other necessities furnished by the Red Cross to prisoners of war in enemy countries is the difference between great hardship and comfort to many thousands of men who have entered the service of our country. The need is great for open-hearted giving, not only to place Red Cross service by the side of every needy soldier fighting for freedom, but also to provide for the many other services this organization of devoted men and women is rendering on the home front. Although too numerous to mention here, a list of these services may be obtained from any Red Cross solicitor. They merit the last dollar of support all of us can muster.

Let's take a look at the spirit of the Red Cross to see what might be accomplished by it in other walks of life. Unlike the troublemaker, it seeks trouble to pacify it; it finds misery to give comfort; it locates the sick, ill-fed and ill-clothed to heal, to nourish and to give raiment.

It is the good Samaritan of our day that never passes by the afflicted without a quickened conscience and a helping hand. Its spirit is one of sacrifice and devotion to duty perhaps as near akin to that of the prophet of Galilee as we have in evidence in our modern world.

Although the Red Cross is "by the side" of our soldiers for the duration and will continue its services whenever catastrophe strikes during the peace to come, is it too much to ask that management, in its dealing with employees, customers, stockowners and the public, embrace more of the giving spirit of Red Cross? Is it too much to ask that other groups of our citizens, now everywhere and every day reminded of this unselfish devotion of Red Cross, reflect seriously on how these sound principles of giving can be made to serve better the interests of all men while bringing greater rewards in satisfactory living to themselves?

I think not, for only an expanding spirit of brotherhood so nobly demonstrated by Red Cross will ever save the world of tomorrow from the ashes of another fruitless armed victory. Only the spirit of "give" rather than "get" will build for men of all races and creeds a civilization befitting the dignity of free men everywhere.



POLITICS AND THE BUSINESS MAN

By CHARLES McKEW PARR, *Chairman, House Committee on Public Information, Connecticut General Assembly*

WHETHER BUSINESS AND POLITICS mix or not, business men and industrialists had best make up their minds to "get into politics" is the warning sounded by Mr. Parr who recommends in this article closer contacts through state and local governments as the effective way to counteract the menace of government by bureaucrats, to prevent those in responsible positions from exceeding their limits of jurisdiction and thus from hampering business, shackling capital and destroying free enterprise and free labor.

IT used to be said, "Politics and business do not mix, and a good businessman makes a poor politician." It was an axiom that when a businessman engaged in politics, he risked the loss of standing in his trade and it is still true, of course, that undue absorption in politics can cost much time and energy that rightfully belongs to one's business. Now, however, politics has moved in on us and the politicians have taken over.

They have had little training or experience in business and hence no comprehension of the problems they now are daily creating for businessmen to solve. Yet they are not only giving the overall direction to business but even are dictating the handling of details. Obviously they need our help and advice and we must perforce take an interest in their activities.

Politics is going to continue to have a great influence in our business affairs and we are going to have to set aside a certain part of our time for politics. We should not attempt to dominate or to gain an undue advantage, but we must protect ourselves and establish a working arrangement with politics. It is a new development for us, but from now on we are going to have to study politics and to have a hand in politics. That, unfortunately for us, is now necessary and inevitable.

Politics And The Export Business

Because my own business was in the export field, I became interested in politics early in my business career. An exporter must be constantly aware of the significance of international politics, for he may develop an excellent business in a foreign country, appoint

good agents, make a considerable investment in sales effort and in advertising and get approval from electrical inspectors and other supervisory authorities, only to have his business disappear overnight, if a high tariff is applied, or if the rate of exchange in that country goes against the U. S. dollars, or if reciprocal agreements or subsidies are made in favor of the manufacturers of another country. For example, in Mexico, the internal politics would decide whether American capital could be safely invested in oil wells, in electric light companies, or in silver mines, in Brazil in railroads, in Chile in copper mines and nitrate fields, in Cuba in sugar centrals, and so forth. In most countries American electrical supplies are imported when the political administration favors American capital investments. Naturally, therefore, an exporter of electrical material must of necessity be interested in local political trends and must be kept posted by his sales agents regarding the general political developments in their territories.

Taking A Look-See

Before the war, whenever I found that the political situation in a certain country was having a particular bearing upon our export affairs, I would board a boat or a plane and go directly

into the market and acquaint myself with the situation at first hand. When a businessman goes into a foreign country and visits the homes of his customers and agents, reads the local newspapers, and talks to the commercial travelers in the smoking rooms of the boats, or in the bars of the hotels, he can get a very good view of the political outlook. I have talked to celebrities who sat at the captain's table and have discussed politics with journalists and statesmen, but it is the businessman in all those countries and on those ships who really has his finger on the pulse of the political and economic future. There always is one or more American veteran salesman on every boat. As a rule he is a fellow who crosses the ocean once or twice every year for people like American Tobacco, or Standard Oil, or General Motors, or U. S. Steel. He does not wear sport clothes or slacks and when the newspaper men come aboard he is not the one who is interviewed, nor the one whose picture is taken by the flashlight photographers, but his shrewd, businessman's appraisal of events is the one by which to be guided.

In 1927 when our trade with South America seemed inflated beyond rational limits, I sailed to Brazil, Argentine and Chile. There I talked to informed people in the field and learned so much that I decided to limit our commitments. Thus we were not unduly affected by the export collapse of 1929. Likewise in 1932 when the English politicians decided to drop the century-old policy of Free Trade and began to chant the economic slogan of "Better Buy British," I went to London and learned there that our export trade to Australia and New Zealand would soon be inevitably destroyed by the new political tariff development called "Empire Preference." Again in 1938, we had heard so much from our agents of competitive Fascist and Nazi schemes of state aid to exporters, that I made a quick trip through Italy and Germany in order to find out about these methods at first hand from American offices there. In 1940, when we began to receive orders of astronomical size from China, India and the East Indies, there were rumblings of trouble with Japan. I took a Clipper plane for Hong Kong to have what the Chinese call a look-see. On returning to Manila, I cabled our company to withdraw all time sales and to quote only on cash terms, because it was quite apparent that trouble was ahead for us in the Orient. Back in Newark I found that we had



CHARLES MCKEW PARR

4,800 unfilled export orders, many of them of substantial size. After consultation with my associates, we cabled our foreign representatives that we would accept no more business even on cash letter of credit terms, because after all, even a confirmed, irrevocable letter of credit is not payable unless an ocean bill of lading is presented. We were satisfied that it would, before long, be difficult to produce any such document. By the time of the attack on Pearl Harbor, we had practically cleared up all of our commitments and had withdrawn from the export market. In no case was I endowed with any prophetic foresight or vision in taking these steps, as I merely followed standard export practice and took the advice of businessmen in the field who kept in touch with politics.

No Reason to Bother With Politics

But meanwhile it never occurred to us that politics in our own country had any definite bearing on our domestic business. We were inside the towering tariff walls of the United States and completely protected in our home market and so we thought politics meant nothing at all to us. Once in a while we were asked to write a letter to our Senator and to our Representative in Congress on some pending legislation in which someone in our trade was interested. But we never seemed to remember the Congressional District in which our office was located and the name of the man to whom to write. As far as knowing who our Representative was in the State Legislature, or the

name of our state senator or ward executive or precinct captain, why, we never gave the matter a thought. I have no doubt that the political interest and experience of all of us businessmen here was equally limited. We all had been brought up with the same feeling of confidence that our political system was all right and that we could go along with our affairs and not bother with the politicians. There were only two teams in the game, the Republicans and the Democrats. While the individual members of the team might change, the rules always remained the same. The game had been the same for years and years and it really did not make an awful lot of difference to us which side won, as we were confident that neither party would seek to change the traditions of representative government that you and I had inherited from our fathers and grandfathers. But I need not emphasize to you that today things are different.

Today One Must Give Heed

In 1917 I served under President Wilson, both in Washington and in the Diplomatic Service in Europe. We believed that we were making the world safe for democracy and I know how idealistic was our spirit, our crusading impulse at that time. That was only 25 years ago, but today how many true democracies remain? There are 21 republics in the western hemisphere, but can anyone say that a single one of them is much more than a military autocracy? What Republics are there in Europe? Switzerland? Ireland? There was France and Poland. There was Germany and there was Spain. In our own country too, drastic changes are taking place. Does anyone dream that this is the same country in which we lived a few years ago? There undoubtedly are in Washington, key men in our government departments who know just how in other countries the state rigidly rules business and private property and who are very sympathetic to this idea. These people, many of whom are of alien extraction and have not inherited our traditions, look at our present economic and political society with a cold appraising eye. What do they find? They see that the average American citizen still is complacent and is confident that the government will take care of itself and of him, without any need of his participation.

The Wiles of The Planners

But these unfriendly men who be-

(Continued on page 22)

SALARY STABILIZATION: HOW IT WORKS

By ROBERT SEYMOUR, *Technical Adviser, Salary Stabilization Unit, Bureau of Internal Revenue, Boston*

AN INFORMATIVE DISCUSSION of the policies and procedure which have been worked out for administering the salary stabilization plan and the methods employed within the regional offices in processing applications for salary increases.

SALARY stabilization was seven-teen months old on March 2, 1944 and I presume, like many other War Agencies, it has not been very popular. In spite of this, it can be truthfully said that it has been necessary and that it has contributed substantially in preventing a run-away inflation condition. You and I may fret

and storm at governmental regulations which require approval for the salaries we receive or for the salaries which we may want to pay our employees, but let me assure you, if such assurance is necessary, that no matter how much we may dislike such governmental regulations it is far better than to have inflation which was bound to occur

without these regulations.

I am reminded of a statement made by Mr. Fred M. Vinson, Director of the Office of Economic Stabilization, in a speech before the Washington Board of Trade on October 20, 1943, and I would like to quote two paragraphs of that speech:

"The real threat to stabilization comes from sincere, earnest Americans who sincerely and earnestly support stabilization—for the other fellow. It is all too easy for each individual to stabilize the other fellow's wages, freeze the other fellow's prices, and raise the other fellow's taxes. Mine is the unpleasant job of reminding all these groups—Uncle Sam included you.

"For it will do us little good and much harm to utter homilies against inflation in general, while we belie our professions with a series of petty concessions each day—acts of small appeasement, each unimportant in itself, but altogether spelling out INFLATION."

By now most of you are undoubtedly familiar with the history and general purposes of the salary stabilization program and have presumably given careful study to the provisions of the salary regulations. Rather than attempt, therefore, to review section by section the provisions of these regulations, I believe it would be more helpful if I discussed with you something of the policies and procedure which have been worked out by the Commissioner in administering his part of the stabilization program and the procedures in effect within the Regional Offices in processing the applications.

Processing of Applications

Here in New England all applications for salary increases on positions coming within the jurisdiction of the Commissioner should be filed with the Regional Office at One State Street, Boston. The applications are processed there and a written decision is given to the employer. Normally, if the application is approved in full, the de-



cision of the Regional Office is final. The regulations provide, however, that such decisions may subsequently be modified or reversed by the Commissioner, such modification or reversal to take effect on the first day of the payroll period following the reversal or modification.

In all cases where the Regional Office approves an application in part only, or disapproves it entirely, the employer, if he desires, has fifteen days in which to file an appeal. The appeal should be submitted in triplicate, verified by affidavit, and should set forth explicitly the grounds on which the decision is believed to violate the intent or the specific provisions of the Salary Stabilization Regulations. Such applications are again reviewed in the Regional Office—that is my job—and if it is found that the original decision did not comply with the intent or the specific provisions of the regulations, a corrected decision is rendered from the Regional Office. The employer also has the right to request a hearing after he has filed the appeal. If, however, it is found that the original decision as issued was correct under the regulations then, as final protection to the employer, the file is forwarded to Washington for final review by the Deputy Commissioner in charge of the Salary Stabilization Unit and the employer is so advised.

The Act of October 2, 1942, was amended by the Public Debt Act of 1943 and after that Act became the law the President issued Executive Order No. 9328, dated April 8, 1943 (better known as the Hold the Line Order). Finally, on August 28, 1943, the Economic Stabilization Director promulgated amended regulations relating to wages and salaries. These regulations conferred on the Commissioner of Internal Revenue authority to administer the provisions thereof relating to the stabilization and limitation of certain salaries. The Commissioner, in the exercise of the authority so conferred, issued amended regulations Treasury Decision 5295, dated September 4, 1943, which are the regulations currently in effect.

The Commissioner's jurisdiction, you will recall, extends to all salaries in excess of \$5,000 a year and also to salaries of less than \$5,000 a year for executive, administrative or professional employees.

Salary Increases

As to salary increases, first let me assure you, there is no established policy

against approving increases. As Salary Stabilizer, however, the Commissioner is charged with the responsibility of administering his part of the stabilization program. Since the purpose of the Act and regulations is to stabilize the cost of living so far as practicable on the basis of the levels which existed on September 15, 1942, the Commissioner has instructed his representatives in



ROBERT SEYMOUR

the various Regional Offices throughout the country that only such adjustments shall be approved as are found necessary under the following conditions:

1. To correct substandards of living
2. To adjust salaries that are clearly necessary to bring them up to the minimum of tested and going rates paid for the same work in the local area
3. Reasonable adjustments for promotions, merit increases, reclassifications, etc.
4. Additional compensation under certain conditions for an extended work week
5. Increased productivity under incentive plans

Those are the reasons under which Regional Offices, acting for the Commissioner, may adjust salaries upward but it does not mean that the Regional Offices must make the adjustment. The question of whether an increase will be granted depends entirely on the facts as stated, plus the reasonableness of the request, and it should always be remembered that the burden of justifying an increase will, in every case, be upon the employer seeking to make the adjustment.

Sub-standards of Living

Certain employers may find that the salaries which they have been paying

to their executive, administrative and professional personnel over a period of years are below the standard which should have existed on September 15, 1942. The National War Labor Board in such instances has, under the so-called "Little Steel Formula", been authorizing wage increases up to substantially 15% of the excess of the level existing on January 1, 1941, providing such increases will not disturb the level existing in the area for comparable work. It is not the policy of the Commissioner, however, to grant similar percentage increases to the salaried personnel of the same employer in view of the fact that the higher-paid personnel are believed better equipped to stand the increased cost of living. The Regional Offices are generally approving cost of living increases to salaried personnel on a sliding scale as follows:

15% to those receiving not in excess of approximately \$2,400

10% to those receiving between \$2,400 and \$4,000

5% to those receiving in excess of \$4,000, but not in excess of \$7,500

providing, however, that no cost of living increase has been granted to the extent of the percentage indicated of the basic salary of the position as of January 1, 1941 and the rates of the position were not too high as of January 1, 1941.

Minimum Going Tested Rates

The question of adjusting salaries that are claimed to be below the minimum going tested rates for comparable jobs in the same area is one of the office's difficult problems. There is and always has been a considerable spread in the salaries paid administrative, executive and professional employees doing about the same work, between one plant and another and between one industry and another. Many applications filed, requesting adjustments under this classification, do not show that the rate in question is actually below the minimum going tested rate. This same situation is true on applications requesting approval of a rate for a new job classification. The regulations are quite clear that, if the proposed rate for the new job classification is not above the minimum of those prevailing for similar job classifications within the local area, approval is not required and by the same token the regulations are quite clear that approval may not be granted for salary rates to be adjusted above the minimum of the going tested rates for comparable jobs in the same area.

Promotions, Merit Increases and Reclassifications

Here is another classification where many applications must be disapproved. These should be fairly easy applications to process, but actually they are troublesome solely because so many requests are unreasonable in amount. Let me illustrate this point by just one example. We received an application from a bank to increase the salary of a vice-president from \$7,200 to \$14,000. The reason stated was that the president, who was paid \$15,000 per year, had died and the vice-president had been elected president at a salary of \$14,000. That was all the information given. This office requested additional information about the salary history of the president's position and it developed that he started as president seven years ago at \$9,000 and had received increases of about \$1,000 each year until he was brought up to the \$15,000 salary. It was also developed that increases of \$1,000 per year were the top that had ever been given by this bank. Obviously, the new president was not entitled to an increase from \$7,200 to \$14,000. Approval was granted for an increase to \$9,000.

While no definite rule can be established, a fair "rule of thumb on promotions or reclassifications might be that the employee is entitled to a 15% increase or the minimum starting rate of the new job, whichever is greater.

As to merit increases, many employers request increases of this type and claim it has been their practice to periodically make merit increases—some say every year, some every two years, and others at various intervals. It should be borne in mind that it is necessary for the employer to furnish evidence of his practice in this respect. The Bureau of Labor Statistics has shown that from January 1, 1938 to January 1, 1941 the cost of living had gone neither up nor down to any appreciable extent. Therefore, the years 1938, 1939, and 1940 were normal years and, if an employer had a merit increase policy, the compensation increase record of his employees during that period should be proof of such a plan. Increases granted in 1941 and 1942 in excess of those granted in 1938, 1939, and 1940 should not be taken as a normal policy as 1941 and 1942 were not normal years.

Extra compensation for administrative, executive or professional employees because of a regularly extended work week, or shall I say extra com-

pensation for overtime although I don't like the word "overtime", in connection with employees exempt under the Fair Labor Standards Act, is a difficult problem to handle because the subject is generally misunderstood by both the employers and the employees. It is very difficult for them to understand, where an employee has been working five days a week of eight hours per day, at a salary of \$60 per week, why he should not be entitled to an increase of \$12 as his work week is extended to six days per week of eight hours each. Actually, under the policy of the Commissioner, exempt employees are not entitled to overtime pay as such, the contention being that they are paid to do a job regardless of the hours required. It is recognized, however, that because of the provisions of the Fair Labor Standards Act to pay non-exempt wage earners and other salaried personnel coming within the jurisdiction of the Act, additional compensation at time and a half for all hours worked in excess of forty in any one calendar week in many cases results in the wage earners receiving more total "take home pay" for a given period than their immediate supervisors and, in some cases, more than the second and third levels of supervision. Executive Order No. 9328 (the Hold the Line Order) says in part, and I quote, "The Board may approve wage or salary adjustments for workers in immediately interrelated job classifications to the extent required to keep the minimum differentials between interrelated job classifications necessary for the maintenance of productive efficiency."

The Commissioner, under an inter-

pretation of that portion of Executive Order No. 9328 just quoted, does permit certain adjustments for administrative, executive or professional employees because of an extended work week where the facts show that such adjustments are necessary for the maintenance of productivity to keep the minimum differentials between job classifications. Such adjustments must be tapered off rigorously in applications to higher job classifications.

As an example, let us assume a plant is extending its work week from forty to forty-eight hours. Let us further assume that the highest paid hourly worker in a given department receives \$1.00 per hour, or \$40 for a forty hour week and \$52 for a forty-eight hour week. Let us further assume that the supervisory foreman of that department is paid a salary of \$50 per week. It can readily be seen that, in this example, the worker with the "take home pay" of \$52 per week does actually materially break down the normal differential between the two job classifications and an adjustment of the foreman's pay would be approved to the extent of \$10 per week, bringing his salary up to \$60. Let us further assume, however, that the foreman's salary of the department under discussion was \$90 per week. In that case the normal differential because of the higher "take home pay" of the hourly worker has not been materially broken down and, therefore, very little adjustment would be allowed for that foreman, probably not over \$2.00 per week.

Incentive Plans

The Commissioner's policy is to approve increased compensation to administrative, executive and professional employees where the increased compensation is caused by increased productivity under incentive plans. In order to obtain approval, however, the employer must be able to show that the plan is a true incentive plan. There are so many different types of plans that each case must be studied on its merits.

There are, however, three general factors which must apply in order to obtain an approval of increased compensation under an incentive plan and these are:

1. That a definite measurement or yardstick of cost must be established on the product being produced and such yardstick should be based on a normal cost

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"SHE WANTS TO KNOW WHAT HER TAXES ARE BUYING!"

RESEARCH STRESSED AT WAR PRODUCTION AND ENGINEERING COUNCIL CONFERENCE

RESEARCH was seen by Dr. Lawrence W. Bass, director of the New England Industrial Research Foundation, as a means of reviving waning industries, in an address given Feb. 16 at a conference held by the War Production and Engineering Council for Northern Connecticut at the Hotel Bond, Hartford.

Dr. Bass' remarks, made at the evening dinner session, were particularly appropriate in view of his explanation that during the past 20 years industry in New England has been falling off in volume in comparison with the rest of the nation.

Some years ago the New England Council detected the downswing in this region's industry, Dr. Bass pointed out, and came to the conclusion the encouragement of research would aid in solving the difficulties caused by this trend.

The outcome of this decision, according to Dr. Bass, was the establishment by the council in 1939 of a New Products Committee headed by Dr. Karl T. Compton out of which grew the New England Industrial Research Foundation.

Between 300 and 400 persons attended the conference which generally was divided into four parts, the first being the general assembly in the afternoon, followed by three panel sessions, the evening dinner session, and a technical display which ran through both the afternoon and evening.

At the panel sessions it was brought out that there are 27 companies in Connecticut which have laboratory facilities which they are willing to employ for the benefit of other companies for promoting research.

Twenty-one of these companies, according to a survey, are willing to employ this service to the best of their ability under the present tight manpower situation for any company they believe they could serve, while the other six companies are willing and eager to serve their customers and prospective customers only.

A breakdown by towns of the first 21 facilities available to any manufacturer indicates:

Mechanical laboratories—2 each in Greenwich and New Haven, 1 each in Waterbury, Deep River, Fairfield, Shelton, and Westport.

Electrical laboratories—2 in Waterbury, and 1 each in Waterbury, Deep River, Stamford, Greenwich, Fairfield and Hartford. Those in Greenwich and Fairfield are especially equipped for electronics work.

Chemical laboratories—3 in New Haven, 2 in Waterbury, and one each in Deep River, Glastonbury, South Norwalk and Stamford.

Of the six companies willing to work for customers or prospects, there is one rubber research laboratory and two chemical laboratories in New Haven, one chemical laboratory in Waterbury, one mechanical laboratory in Bridgeport, and textile research facilities in Putnam.

A. H. d'Arcambal, vice-president, Niles-Bement-Pond Company, West Hartford, was toastmaster at the dinner which also heard addresses by other prominent speakers.

Dr. C. A. Woodruff, chairman of the area production urgency committee of the War Production Committee, said the "stark reality" of Connecticut's manpower shortage in the fields

of essential production actually is a factor in holding up the long-promised invasion of western Europe.

He told of steps being taken to overcome the difficulty and urged the audience to return to their plants to plan better and produce more in support of the war effort.

Connecticut has stood at the front of production throughout the war, he said, and the production per capita in dollars and cents for Connecticut workmen is the highest in the country.

The record speaks well for the engineering talents of the area, according to Mr. Woodruff, who warned the gathering to discount predictions by commentators on the probable duration of the war. The government's production plans are based upon the conception of a long, hard war, he said, and because of this American industry will be called upon to produce two-and-a-half times as much munitions in 1944 as were produced in 1942.

Gov. Raymond E. Baldwin declared

(Continued on page 47)



ONE OF THE FEATURES of the conference held Feb. 16 at the Hotel Bond, Hartford, by the War Production and Engineering Council for Northern Connecticut was the engineers' technical display which ran through the afternoon and evening. Above examining a .45-caliber submachine gun are, left to right: A. H. d'Arcambal, vice-president of Niles-Bement-Pond Company, West Hartford, Capt. D. F. Lincley of the Springfield Ordnance Department, and L. C. Smith of Spencer Turbine Company, West Hartford.

RECENT "E" AWARDS IN CONNECTICUT

TWO ARMY-NAVY "E" FLAGS were presented on January 28 to the employees of Ensign-Bickford Company, one for the plant at Avon and one for the plant at Simsbury. Ceremonies were held at the company's main office at Simsbury.

The flags were presented by Lieutenant-Colonel Samuel G. Neff, District Engineer, U. S. Engineer Office, Providence, R. I., to H. E. Ellsworth, president of the company, and J. Kell Brandon, executive vice-president. Lieutenant-Commander Raymond T. Fish, U. S. N. R., Office of the Inspector of Naval Material, Hartford, gave token "E" pins to Miss Marjorie L. Shaw, representing the Simsbury employees and to Robert A. Brown, representing the Avon employees.

Both Lieutenant-Colonel Neff and Lieutenant-Commander Fish stressed the danger of regarding the award as a signal to let down in war production and urged the employees to continue the excellent rate of output they have maintained since before Pearl Harbor. Mr. Ellsworth, Miss Shaw, Mr. Brown and Robert Darling, Chairman of the Board, who acted as master of ceremonies, emphasized a pledge to keep on with the task until the war is won. Lieutenant-Colonel James P. Hendrick, a former Simsbury resident now attached to the Office of the Undersecretary of War, asserted that, although the war will not be over as soon as many hope, it will be over sooner because of the work of the men and women in industry.

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THE THIRD RENEWAL of the Army-Navy E award has recently been made to Edwards and Company, Norwalk, by the United States Navy Department.

The following paragraphs are quoted from a display advertisement which appeared in Norwalk newspapers at the time of the award:

"The citation from the Navy department rightfully says '... they have continued to maintain the high standards of production set for themselves ... they may well be proud of their achievement ... the additional star on the flag is the symbol of appreciation from our Armed Forces for your continued and determined effort and support so necessary for victory'.

"With mounting casualty lists and with wounded already streaming back to our shores it is the general feeling that these awards are no longer an occasion for glamorous ceremonies and celebrations. With that we know our people heartily agree but the Company wants to make this formal acknowledgment of a fine job well done. We have already welcomed back some physically discharged boys and say to all others:—we are prepared to give you all possible assistance to resume civilian life, pay you as much as the law allows and grant the same seniority and company benefits as if there had been no war."

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WE MUST BEWARE OF COMPLACENCY in the belief that the war is won, Colonel Gervais W. Trichel, U. S. Army Ordnance Department, Washington, declared in presenting the Army-Navy E flag to Electrolux Corporation, Old Greenwich.

"We must not assume that the home front battle of production is over and we can relax from our labors. We must keep constantly before us the knowledge that any faltering here may result in slowing down the march of our victorious forces in the citadels

of Germany and Japan, and is almost certain to increase the price which we must pay in precious human lives for ultimate victory," he said.

Lieutenant Thomas W. Dewart of the Third U. S. Naval District Headquarters in New York, who presented the E pins to employees, likewise stressed the cost of the war in human lives.

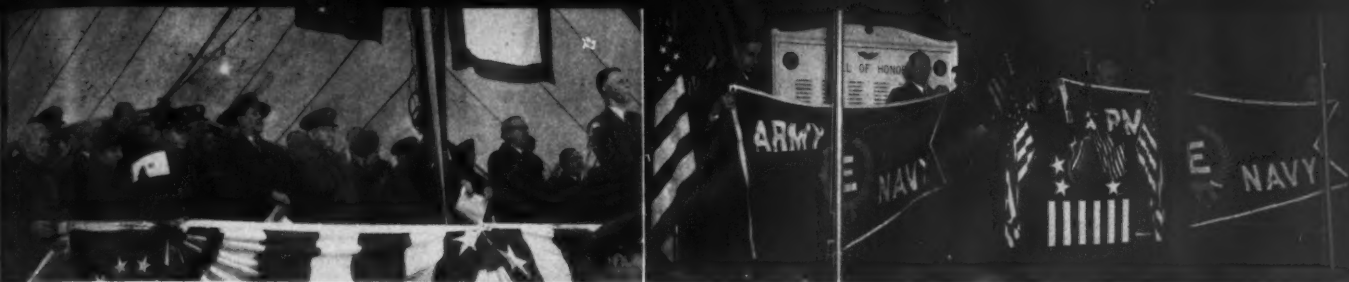
Raymond E. Baldwin, Governor of Connecticut, declared that the State is more than meriting the title which it won in the Revolution as the arsenal of the nation, adding that Connecticut has received, per capita, more Army-Navy E's and stars than any other State.

In accepting the E flag, Elon V. Ekman, chairman of the corporation, referred to it as sealing the bond of trust and confidence between the men of the armed forces and the soldiers in Electrolux's production line.

A feature of the ceremonies was the presentation of an "E" pin by Sergeant Alex Kolonics of the 16th Infantry, First Division, a wounded veteran of the Sicilian campaign, to Fred J. Schnepel, an assembler in the Electrolux plant who holds the Congressional Medal of Honor for outstanding services in the landing at Vera Cruz in 1914.

In accepting the E pins on behalf of the employees, Michael Moretti, chairman of the shop committee, stated: "We must deliver more than our fighting units all over the world can use. Then we can say we are doing our job and doing it well. We must be ready to make the sacrifices we are asked to make, and make them without protest. After this world has been cleaned of the scourge it has upon it, we will then be able to sit back and enjoy all the pleasant things of free





life, with a lot more added to them. Let us make a fervent promise here and now that we will endeavor to do our best and give all that we have in us until final victory has been achieved."

Walter Dietz, president of Electrolux Corporation, the concluding speaker, pledged the cooperation of the company's nationwide field force in assisting the plant's war effort. Edgar P. Senne, assistant to the president, acted as master of ceremonies.

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GOVERNOR RAYMOND E. BALDWIN, Brig. Gen. G. H. Drewry and Captain A. K. Atkins, U. S. N., were among the dignitaries who participated in the formal presentation of the Army-Navy "E" to 1,000 employes of Factory E, International Silver Company, Meriden, third plant of the concern to receive government recognition for outstanding production of war equipment.

"Our production front has not failed in the crisis," asserted General Drewry, after stating that our armed forces have proved their worth and are proving it every day against the best the enemy can throw against them. "Our production front has accomplished the most tremendous conversion in the history of the world and today American factories are turning out war equipment in staggering amounts. We are equipping not only our own armed forces, but those of our allies as well, and the weapons we produce are the equal and in many cases superior to any in the world."

"It is refreshing in these times to

be associated with this group of workers—you who have shown by your performance of duty that the winning of the war is the most important item in your philosophy, and that your personal fortunes come after," declared Captain A. K. Atkins, representing the United States Navy, as he presented to Factory E workers the Army-Navy "E" emblems.

Roy C. Wilcox, executive vice-president of the International, read an address which was prepared for delivery by E. C. Stevens, president of the company, but was prevented by illness from attending. Said Mr. Stevens in part, "This is the second time during the past few months that I have been honored with the privilege of ac-

(Continued on page 32)

IDENTIFICATION OF PHOTOGRAPHS

(OPPOSITE PAGE, LEFT) With the recent presentation of the Army-Navy "E" to the Southington Plant of Pratt & Whitney Aircraft Division, United Aircraft Corporation, the production pennant flies over all six of the P&WA plants. Pictured is Rear Admiral Lawrence B. Richardson, U.S.N., Assistant Chief, Bureau of Aeronautics, presenting pennant to Acting General Manager William P. Gwinn. Colonel Hubert E. Johnson, U.S.A.A.F., who presented token "E" pins, is seated.

(OPPOSITE PAGE, RIGHT) Principals at International Silver's Factory E award ceremonies are, l. to r., Brig. Gen. G. H. Drewry, R. C. Wilcox, executive vice-president; William Forbes, 60 year Insilco veteran and Capt. A. K. Atkins, Navy.

(ABOVE, LEFT) Group on the speakers' platform photographed while the "E" flag was being raised at Bigelow Sanford Carpet Co. Front row, l. to r., John Long and Emma Connelly, 64-year and 57-year veteran Bigelow workers; PFC John C. Harris who presented token "E" pins; John A. Sweetster, president of the company; Brig. Gen. Allen R. Kimball, Jeffersonville Quartermaster Depot; Lieut. Comdr. L. H. Brendel, USNR; Hon. Raymond E. Baldwin, Governor of Connecticut; and Elliott I. Petersen, superintendent of the Thompsonville plant (extreme right behind desk).

(ABOVE, RIGHT) Ensign Bickford's "E" flags are displayed by, l. to r., J. Kell Brandon, executive vice-president; Robert A. Brown, representing employees of the Avon plant; Lt. Col. Samuel G. Neff, U. S. Engineer Office, Providence; Lt. Comdr. Raymond T. Fish, Office of the Inspector of Naval Material, Hartford; H. E. Ellsworth, president of the company and Marjorie L. Shaw, representing employees of the Simsbury plant.

(BELOW, LEFT) Elon V. Ekman, Chairman of the Board, Electrolux Corporation, accepting the Army-Navy "E" award. Seated on the platform behind him, Governor Baldwin and Col. Gervais W. Trichel, who was instrumental in developing the famed "bazooka", are identified.

(BELOW, RIGHT) Proudly holding the "E" Flag recently presented to the Naugatuck Footwear Plant of United States Rubber Company, are l. to r.: Lt. Colonel E. J. Tremaine, Jr., Procurement Division, Boston Quartermaster Depot, who presented the award; Miss Genevieve Pajeski, representing the employees and Local No. 45, U.R.W.A., C.I.O.; Mr. H. L. Carter, Factory Manager; Mr. William J. Baukat, representing the employees and Local No. 468, I.A.A.M., A.F. of L.; and Lt. Commander Raymond T. Fish, U.S.N.R., who gave the "E" pin citation.



ASSOCIATION OFFERS INSURANCE AID TO MEMBERS

By **NORMAN B. BERTOLETTE**, *President, Hartford Gas Company, Director MAC and Chairman MAC Insurance Committee*

The Need

IT is no secret that today many salaried employees are living on a much smaller net income than before the war. Salaries have been frozen under the Wage Stabilization Act, and the cost of living has greatly increased in the last few years. Taxes are at a much higher level than those of the prewar period and almost everyone is buying war bonds.

The result is that many executive and supervisory employees, in an attempt to make their salaries cover immediate expenses, have found it necessary, in many cases, to curtail the savings programs and life insurance purchases which would adequately provide for their families. In considering the means whereby its members might help this group of employees, the Manufacturers Association of Connecticut has felt for some time that it might render a valuable service by utilizing its organization as a means of making substantial amounts of life insurance available to executive and supervisory forces at low cost and without medical examination.

During the last thirty years a large proportion of the manufacturers in Connecticut have made Group Life insurance available to their employees. Companies are limited, however, under these regular plans in the amount of life insurance which can be granted to any one employee, even to a person in an executive position.

Knowing that such insurance has proved highly beneficial for all classes of employees, an over-all plan was sought with the Association as the contracting agent but which would be paid for directly by the companies wishing to take advantage of the agreement. The insurance would be independent of and in addition to any Group Life or other employee welfare plan already in operation.

Last year it came to the attention of the Association that The Travelers Insurance Company had worked out such a plan for a Manufacturers Association in another state. This plan, now in operation, is proving highly successful and has filled the need of



NORMAN B. BERTOLETTE

companies of that state to do something tangible to ease the financial burden of their top personnel.

Plan Accepted

The following committee was appointed to make a study of the possibilities of such a plan for members of the Connecticut Association:

N. B. Bertolette, Chairman of Committee, President, Hartford Gas Company; H. B. Curtis, President, Bridgeport Hardware Co.; Henry G. Ellis, President, Torrington Mfg. Co.; C. L. Eyanson, Executive Director, M. A. C.; A. C. Fuller, President, M. A. C.; James W. Hook, President, The Geometric Tool Co.; Edward D. Ingraham, President, E. Ingraham & Co.; Frank H. Lee, President, Frank H. Lee Co.; W. A. Purtell, President, Holokrome Screw Co.; D. S. Sammis, Works Manager, Underwood - Elliott - Fisher (Bridgeport).

At a special meeting, held January 7, 1944, the Board of Directors voted unanimously to accept the Committee's recommendation that the plan of group life insurance presented by The Travelers be offered to member companies.

How It Works

Under this recommendation the Association now is making Group Life

Insurance available to its members for their executive and supervisory employees. Literature describing the operation of the plan in detail has been distributed to the various members and estimates of cost are being furnished to those who express interest. When a sufficient number of member companies have subscribed to the plan a master policy on the usual group life one-year renewable term form will be issued to the Association. Each subscribing member company will pay its premium to the Association, which, in turn, will pay the entire premium to The Travelers.

All active executive and supervisory personnel including administrative and professional employees and full time salesmen are eligible for benefits under the plan without medical examination and regardless of age. Only under a group plan could such blanket coverage be obtained. The amount for which each eligible employee may be insured is determined by a carefully worked out schedule, beginning at \$1,500 for lower salaried employees and rising to \$10,000 for those earning \$10,000 or more.

The first advance premium for each subscribing company will be determined by the ages and amounts of insurance of its own employees. As in other group plans, the company may pay the entire cost or may share it with the insured employees. If the latter method is followed, the maximum contribution by an employee is limited to sixty cents per month for each \$1,000 of insurance. The difference between this amount and the total premium will be paid by the employer.

If the cost of the insurance is shared by the company and the insured employees, seventy-five per cent of all eligible employees must subscribe before the group may be insured. General experience with this type of insurance has shown that more than ninety percent of all executive and supervisory employees are enthusiastic about it.

One of the major advantages of such a master policy is that all subscribing companies will benefit from the economies resulting from the application of experience rating to the

(Continued on page 42)

THE OUTLOOK FOR METALS

By D. A. NEMSER, *Development & Research Division, The International Nickel Co., Inc., Hartford*

IN THIS ARTICLE, originally addressed to the Second Engineering Conference held at Hartford, February 16, Mr. Nemser discusses new fabrication techniques in metals and interprets significant metallurgical advances in terms of future benefits to industry and the public at large.

THE general theme of the War Production Conference a year ago was proper use and conservation of critical materials. At that time it became necessary to study each product so that the minimum amount of alloy was consumed. This precaution permitted the availability of suitable tonnages for indispensable applications. For example, restrictions in the amount of nickel employed for machinery insured adequate tonnages for armor plate and guns. Expansion in the production of war materiel made it apparent that shortages in all the metals would be encountered if national conservation were not instituted. We were urged then to make wider use of stampings in place of steel castings or forgings, malleable as a substitute for steel, plain carbon or leanly alloyed steels for those more richly alloyed, plastics for metals, and steel for copper base materials.

Increased productive capacity for the various critical materials also had been inaugurated. That productive facilities were increased is amply illustrated by the following production figures of a few basic industries. Steel production increased from 83 million net tons (ingots) in 1941 to 90 million tons in 1943. It is anticipated that if full capacity is required, a total of 100 million tons might be reached during the current year. In contrast, production in 1929, which was considered a boom year, totaled 63 million tons. Of further interest is the increase in alloy steel production from somewhat over eight million tons in 1941 to 13,500,000 tons in 1943. Approximately 28% of the alloy tonnage was produced in electric furnaces, the capacity of which increased some 25% during the past year. Production of aluminum, so necessary to the aircraft and other vital industries, has been expanded sevenfold since the start of the war and has now reached a volume of some 1½ million tons a year. Incidentally, magnesium production, also of extreme importance for aircraft manufacture, has been stepped up one hundred fold to

total 265,000 tons. Increases have been noted in other important alloys, including nickel, molybdenum, chromium, tungsten, manganese, copper, lead and zinc.

These factors, combined with the free interchange of metallurgical experience, have in no small measure contributed to the phenomenal record made in the manufacture of the implements of war.

We now hear of contract cancellations, reconversions, easing up in restrictions and the like. It is, therefore, apparent that we have arrived at a turning point. The situation is very aptly summed up in the editorial, "As the Tide Turns," published in the January issue of METALS AND ALLOYS, from which the following paragraphs are quoted:

"Engineers in America's metal-producing and metal-working industries can look with satisfaction on the record of their 1943 performance as reflected in war's dark mirror. Through their efforts as much as for any other reason, the new year finds the axis everywhere in retreat with the initia-

tive transferred permanently to the United Nations. The shifting currents of many battles have finally merged into the turn of an enormous tide.

"This was the year in which the stream that had been a trickle in 1941 became an overwhelming torrent. At its close, we have virtually enough steel, more than enough aluminum and even sufficient material to resume the manufacture of a few selected household products. Although some shortages still exist, although many problems remain and although the war is far from over, engineers may now peer into the future with assurance and hope.

"Nineteen hundred and forty-four will mark, too, the beginning of the 'post-war' era. There will be considerable controlled reconversion to civilian products as materials and manpower become increasingly available some months hence. Engineering-wise, this operation will be as painful and as great a challenge to technical ingenuity, to the enlightened use of the best materials and methods, as was the war-conversion era of 1941-1942."

It thus becomes obvious that the day of long-range planning has arrived—whether this be associated with the production of war materiel, of consumer goods, or reconversion for interim manufacture. The designing engineer and metallurgist must be familiar with the availability of the various competing materials.

In appraising the long-range situation, it is well to bear in mind that the foundation of our metal-working industries will always remain iron and its principal derivative steel. We frequently read in the technical press that the Lake Superior ore deposits are becoming exhausted. Such a situation would necessitate importation of ore, presumably from South America, which no doubt might tend to increase somewhat the cost of ferrous alloys. By the same token, however, one of the most likely competitive materials, viz., aluminum, is confronted with the same limitation, as ore deposits of bauxite are limited in North America. Also limited are the North American ore reserves of many principal alloys.

We hear mention made of the competitive picture that might be anticipated with respect to light metals and plastics as substitutes for steel. The ultimate decision will rest with cost



D. A. NEMSER

and serviceability. In most cases, if stainless steels are included, steel will hold its own with these competitive materials. In addition, when one considers the productive capacities of these materials alongside of steel, it is apparent that not much of a dent can be made in the overall steel picture. Then, too, the use of plastics in place of metals is a contribution toward the conservation of some of the more critical materials. A similar reaction might be made with respect to the use of ply or clad metals. This permits the application of copper, stainless, bronze, nickel, Monel or even silver in any desired thickness to one or both sides of a soft steel core.

In considering long-range markets, particularly with respect to steel, we might anticipate the production of consumer goods, automobiles, railroad equipment, agricultural and textile machinery, residential and commercial building construction and aircraft as outstanding outlets. Reference has been already made to the productive capacity of the steel industry, reflecting its ability to supply the necessary tonnages to support this contemplated program.

National Emergency Steels

In line with the conservation program, we have witnessed the introduction of the leanly alloyed or NE steels. These have proved quite satisfactory for the average application—particularly in the NE 8600 and 8700 grades. These steels derive a portion of their principal alloying materials—nickel, chromium, molybdenum—from residuals in scrap. It is altogether likely that their use will be continued. Their satisfactory employment has been greatly aided by a general upgrading in heat treating operations, including the availability of improved furnace equipment as well as quenching techniques. Supplementing these steels, it is anticipated that alloy additions may be modified upward in others so that some apparent weaknesses might be overcome. This undoubtedly will include the ultimate reestablishment of many of the SAE grades of steel. Wider use of "needled" or inoculated steels, particularly in the plain carbon and pearlitic manganese grades, is also anticipated.

Stainless Steel

Stainless steels are essential for corrosion and heat-resisting applications. They are widely used for contact with

chemicals, foodstuffs, oil and air, i.e. the appearance field, and corrosive gases. The application of stainless for aircraft construction is an important future outlet. Similar mention might be made of Monel, nickel and Inconel, since these materials possess properties that render them indispensable for specific applications.

Cast Iron

Cast iron, too, should find wide usage. Currently, this material has been more or less sidetracked since it does not possess engineering properties suitable for the manufacture of war material. However, it has been an important factor as far as machine tool and engine manufacture are concerned. This versatile metal is low in cost, readily available, easy to cast and machine, and offers excellent damping characteristics—a factor which is essential in the production of precision machine tools. Cast iron is now used for inserted blade tool bodies and shanks, a development promoted by steel shortages. However, it was found that inherent advantages were provided, due principally to its damping characteristics. Thus, a properly set up tool, particularly when tipped with carbide, produces unusually smooth finishes.

Outstanding metallurgical advances in cast iron include development of high strength, low expansion, corrosion-, heat- and wear-resisting characteristics.

In the realm of copper base alloys we find aluminum in competition with copper in the appearance field for architectural trim. In the electrical field, however, copper remains the undisputed leader except for some competition from silver and aluminum, when considered from a weight standpoint. Wide application of the many brasses and bronzes assures the position of copper in our industrial picture.

With resumption in production of consumer goods, automobiles and many other lines that have been temporarily eliminated, we may anticipate the reapplication of innumerable materials and processes. Die casting and electroplating are two which come to mind. These applications should create demands for all of the metallic alloys previously in wide use.

Electroforming

Attention is now directed toward three of the newer developments in the art of forming useful objects. The

first of these is the process of electroforming intricate parts, including dies, molds and many others, whose production by conventional machining methods is quite costly. The process involves the casting of a cathode form of one of the fusible alloys, such as Cerrobased, in a suitable die or mold. The cathode is then plated with the desired metal—iron, nickel (including hard nickel) or chromium. The ends of the plated shell are removed by grinding and the expendable core melted out. The shell thus formed may be built up by means of metal spraying to form a plug that might be inserted in a die holder. If iron is employed the surface might be case hardened and, if desired, provided with a film of chromium. A rapid nickel plating bath, newly developed, offers the opportunity to produce smooth deposits with thicknesses up to 1/2 inch.

Precision Castings

Precision castings are currently used for ordnance and aircraft parts, and there is every reason to believe that their utility will fit into the postwar picture. The use of this process eliminates the necessity for intricate machining on comparatively small parts. However, it is too costly to be considered competitively with screw machine production. The process has been borrowed from the jewelry and dental fields and is usually designated as the centrifugal lost wax process.

Briefly, the method consists of producing a wax or plastic model of the part in a suitable mold. The wax model is then imbedded in moistened plaster. This is subsequently dehydrated and the wax melted out in a furnace. The plaster cavity is then mounted in a centrifugal casting machine and the molten metal injected by centrifugal force through suitable gates provided in the plaster mold. Castings in many metals, including brass, bronze, stainless steel, aluminum and alloy constructional steels, have been made by this method with sufficient precision to eliminate practically all machining operations.

Powder Metallurgy

The third development pertains to powder metallurgy. Such parts as cemented carbide cutting tools, self-lubricating bearings and electrical contact materials have been known to

(Continued on page 40)

NEWS FORUM

This department includes digested news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

THE 1,000,000TH carbine barrel produced by Underwood Elliott Fisher's Hartford plant was presented recently to Brig. Gen. G. H. Drewry, commander, Springfield Ordnance District, at a dinner in the Hartford Club for directors and executives of the company. Morgan B. Brainard, president of Aetna Life Insurance Company and Underwood director, was host at the dinner.

The barrel, chromium plated and mounted, with an appropriate inscription commemorating the occasion, was given to General Drewry by Philip D. Wagoner, Underwood president and general manager. The general said the Underwood in producing 1,000,000 carbine barrels during its 15 months of war manufacturing, had created a national production record.

The carbine, one of the latest developments in small arms, has won fame for itself on all battle fronts of the world. The weapon has been described by Army ordnance officials as one of the outstanding ordnance developments of the war. Weighing only 5 pounds with a length of 36 inches, it possesses effectiveness and firepower that compares favorably with heavier weapons.

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RUSSELL MANUFACTURING COMPANY, Middletown, for the year

ended Nov. 30, 1943, reported continued high business volume although in amount somewhat less than peak volume of 1942. C. J. Sherer, vice-president, also said monthly output has recently been substantially reduced because of cancellations and extension of deliveries on government orders and notable reduction in new war business.

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PERMISSION has been granted by the War Production Board to a number of smaller plants in the Hartford critical labor shortage area to use their open capacity for the manufacture of approved civilian items. Edwin L. Howard, manager of the Hartford WPB priorities division, explained it was deemed advisable to make this move in order not to have small contractors move out the Hartford area in view of the temporary and changing nature of war production. Another factor in allowing the reconversion was to avert complete shutdowns of the plants, especially since contract cutbacks and cancellations are growing more numerous, and promising to mount even higher.

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DAVID MOXON, 62, for years agent and general manager in Willimantic for the American Thread Company, died

late in January at his home, 100 Windham Ave., Willimantic. Mr. Moxon resigned late last year from American Thread and a short time ago became plant manager at Putnam for Belding-Heminway-Corticelli Company. He had been in the employ of the American Thread Company for 38 years, starting with the concern in Holyoke, Mass.

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PRESIDENT OLIVER V. OBER of the New Haven Chamber of Commerce has announced the resignation of Oscar Monrad as executive vice-president to accept a position as manager of the industrial and commercial department of the Oklahoma Chamber of Commerce in Oklahoma City. He had served with the New Haven Chamber since 1937.

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WALTER P. KNAUSS, former executive secretary of the Poughkeepsie, N. Y., Manufacturers Association, has joined the Manufacturers Association of Hartford County as executive assistant. A native of Poughkeepsie, he had been with that city's association since 1940.

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A LABOR recruitment program aimed ultimately at taking areas in Hartford county out of the critical labor shortage area classification was proposed recently by the Manufacturers Association of Hartford County. Sidney E. Cornelius, association manager, in a letter of Joseph A. Smith, regional director of the War Manpower Commission in Boston, said recent surveys and discussions by the association lead to the conclusion that stimulated immigration of labor would constitute one of the most effective contributions to the alleviation of the manpower shortage.

PACKAGING PROBLEMS UN-SCRAMBLED

In planning your postwar packaging, make use of the "ingenuity" which, in furtherance of the war effort, has been brought to bear so successfully on conversion from tin to boxboard, to mention but one of many examples.

Here is a House of Ideas, with the manufacturing facilities to back them up. Ideas . . . plus Paperboard Mill . . . plus Folding Paper Box Factory. All in one spot and at your service.

**ROBERTSON
PAPER BOX COMPANY**
MONTVILLE, CONN.
NEW YORK OFFICE
420 LEXINGTON
AVENUE



Since January 1, 1943, the principal offices of Great American Industries, Inc. have been located at 70 Britannia Street, Meriden. From this point are directed the operations of four divisions: the Connecticut Telephone & Electric Division, located in Meriden; the Ward La France Truck Division in Elmira, New York; the Virginia Rubatex Division in Bedford, Virginia; and Rutland Electric Products Division in Rutland, Vermont. Among the G.A.I. Divisions' contributions to the war effort are:

ARMY FIELD TELEPHONES AND TEST SETS

SWITCHBOARDS

AIRCRAFT IGNITION COMPONENTS

AIRCRAFT RADIO HEADSETS

ELECTRONIC DEVICES

MILITARY MOTORIZED FIRE APPARATUS

MILITARY HEAVY WRECKER TRUCKS

CELLULAR RUBBER PRODUCTS

**for Military Non-sinkable Pontoons,
Life-saving Nets,
and Insulation Material**

A RECENT REPORT from Bristol said the campaign to recruit workers released from a small war arms ammunition plant in Lowell was successful, in part, and a substantial number of Lowell employees are now working in Bristol. The Lowell Chamber of Commerce and other civic leaders voiced strong objection to the recruitment program, however.

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THE LACONIA, N. H., Industrial Development Corporation has announced that W. F. Duffy of Franklin, N. H., has agreed to sell the former Busiel Hosiery Mill in that town to the William L. Gilbert Clock Company of Winsted, Conn., for use in manufacturing alarm clocks.

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PERMISSION has been granted by the War Production Board to the Fitzgerald Manufacturing Company of Winsted to resume manufacture of electric flatirons. Prior to the war the Winsted plant had produced a considerable quantity of irons but was forced to stop production shortly after Pearl Harbor. The government has granted permission for the production of 2,000,000 irons this year, but it is not known exactly how many will be made by the Fitzgerald Company.

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D. HAYES MURPHY, president, Wiremold Company, Elmwood, and other members of the Corporation Peacetime Planning Committee of the National Association of Manufacturers, have presented the first two guide booklets in a series of five on postwar preparation. They are entitled "Guide to Internal Organization for Corporation Postwar Planning" and "Guide to Postwar Sales Planning."

In a foreword to the two booklets, Mr. Murphy and his committee associates said:

"Ranking next to production for victory is the need to plan for peace.

"This is a challenge to all industry. Every company, whether or not it is producing war goods, will face new problems as our economy shifts from war to peace production.

"Rapid technological progress and new processes have made many old products and methods obsolete. Marked changes will take place in the labor force as men are mustered out of the armed services and many women, aged and young workers leave industrial jobs. New competitors will appear as new and expanded companies which have been producing for war seek outlets for peacetime products. These and many other factors will make it impossible for any industrial company to escape postwar adjustment problems.

If you need

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WELDED PARTS

THE Farrel-Birmingham plants at Ansonia and Derby, Conn., have complete facilities for making Meehanite castings in sizes up to 70 tons, steel castings up to 6 tons, and all types of welded parts. While a large portion of our facilities is kept busy by our own machinery requirements, we still have ample capacity for the production of a considerable volume of outside casting and welding work.

All castings are produced under careful metallurgical supervision. Chemical and physical tests insure adherence to specifications. Molding and core sands are constantly tested to insure control of quality and uniformity. Large furnaces are available for stress relieving and annealing castings and welded structures. A completely equipped pattern shop is prepared to make serviceable patterns at reasonable cost.

Producing the large volume and variety of weldments required for our own machinery has given us broad experience in the art of welding — experience which is invaluable to metal-working plants seeking a source of supply for welded parts.

The services of a large force of technically trained engineers, and the facilities of our modern machine shops are also available to purchasers of castings and weldments.

Write or phone (Ansonia 3600) for complete details.

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FACILITIES

Two foundries
annual capacity of 67,500 tons

Six cupolas

One six-ton electric furnace

Modern molding equipment

Sand reclaiming and
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Cement molding by the
Randupson process

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Complete pattern making

Welding

Flame hardening

Engineering

All kinds of machining

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"The effectiveness of management in meeting these problems will determine not only the competitive positions of individual companies, but to a large extent the smoothness of our transition from war to peace.

"Company planning alone cannot provide postwar prosperity. The climate of national policies—the relation of government to industry—is of paramount importance. Unless policies relating to taxes, labor relations, investment, and numerous other subjects are favorable to private competitive business, industry cannot attain maximum peacetime production and employment.

"Although government policies, international conditions, and other factors beyond the control of company management will vitally affect every company, postwar planning cannot wait."

★ ★ ★

THE AIMS of the Aviation Section of the New York Board of Trade which recently sponsored a "Metropolitan Aviation Luncheon" in New York (see photo below) are:

1—Promote unity of action among all aviation and allied interests and take such steps as in its judgment it deems proper to advance such interests;

2—Bring about a better trade acquaintance and understanding among those directly or indirectly affiliated with aviation and afford its members the advantages of discussions and information on all phases of aviation and air commerce;

3—Create intelligent interest in aviation and co-operation with public agencies.

4—Inspire and encourage such overall federal legislation providing for uniform operating and economic regulation and discourage "hodge-podge" state and local aviation legislation;

5—Urge expansion of the United States Post Office Department's use of air facilities; and

6—Study, survey and plan, immediately, for the expansion of post-war aviation and the promotion of aviation as an industry.

★ ★ ★

IF THE UNITED STATES is to avoid dictatorship or some other form of corporate state after the war it will be necessary for labor and capital to establish their relations on a voluntary basis with the government acting as umpire only in exceptional circumstances.

This conclusion was reached by William H. Davis, chairman of the National War Labor Board; Robert J. Watt, international representative of the American Federation, and H. W. Prentiss Jr., president of Armstrong Cork Company, at a dinner of the National Industrial Conference Board at the Hotel Waldorf-Astoria in New York recently.

★ ★ ★

NORTH AND JUDD Manufacturing Company of New Britain has announced the removal of their New York office and warehouse to new and improved quarters in the Masonic Building, 71 West 23rd St.

★ ★ ★

JAMES L. GOODWIN, president of Whitlock Manufacturing Company,



METROPOLITAN AVIATION LUNCHEON held recently at Hotel Astor under auspices of the Aviation Section of the New York Board of Trade. Left to right, Edward J. McCormick, Board of Directors, Staten Island Chamber of Commerce; Russell V. Cruikshank, president, Real Estate Board of New York; D. L. Tilly, president, Brooklyn Chamber of Commerce; Alfred C. Fuller, president of MAC; Eugene P. Thomas, president, National Foreign Trade Council, Inc.; and J. E. Lewis, vice-president, Aetna Life Affiliated Companies.

West Hartford, died recently at age 64 after a short illness. He was a director and former president of The Manufacturers Association of Hartford County and a former director of the Manufacturers Association of Connecticut. He had also served as a director of Southern New England Telephone Company, Phoenix State Bank and Trust Company, Standard Fire Insurance, and Mechanics Savings Bank.

★ ★ ★

ALBERT W. HENDRICKSON has been appointed by Farrel-Birmingham Company, Ansonia, to be director of employee services in charge of employment, first aid, training program, employee magazine, cafeterias, and other personnel activities at the company's three plants in Ansonia and Derby and in Buffalo, N. Y.

Mr. Hendrickson is a graduate of the University of Pennsylvania where he received his B. S. and A. M. degrees. He was formerly a member of the faculty at the Wharton School, University of Pennsylvania, serving in the industrial department where he



ALBERT W. HENDRICKSON

taught industrial relations and industrial research.

He also taught classes in engineering, science, production supervision and personnel management. Mr. Hendrickson has also conducted classes for the War Manpower Commission in

job instruction training for the Training-Within-Industry Division.

Mr. Hendrickson, before coming to Farrel-Birmingham Company, was associated with Kellett Aircraft Corporation of Philadelphia, where he was director of industrial relations. Prior to that he had been associated with Collins and Aikman Corporation as production superintendent and also in other capacities.

★ ★ ★

THE CUSHMAN CHUCK COMPANY, Hartford, was in the process of closing down its new plant at the time this edition went to press. "A business letdown," it was explained, led to the company's decision to stop production in the new shop.

★ ★ ★

WAR WORKERS in four New England plants, among which was Winchester Repeating Arms Company of New Haven, captured all 31 of the latest national honors which the War Production Board conferred for suggestions and inventions to speed production and shorten the war.

TOOL DESIGNING ★ PROCESSING ★ ENGINEERING



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...may call for drastic production revision*

The future success of your company may well hinge on *how quickly and how wisely* you convert for peacetime production.

Today . . . the John J. Plocar Company is bringing to many manufacturers

- Better manufacturing methods
- Production planning that eliminates "bottle-necks"
- Organization plans that clarify responsibilities
- Wage incentive plans that benefit both management and labor
- Simple but sound cost plans
- Management controls that will prove vital to success in the new competition ahead

For information and references, write

JOHN J. PLOCAR COMPANY

Singer Building, Stamford, Conn., Tel. Stamford 3-6815

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BUSINESS AND INDUSTRIAL MANAGEMENT CONSULTANTS

Boston Office

238 Park Square Building



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PLOCAR ENGINEERS

The hard-hitting labor-management committee at the Winchester Repeating Arms Company of New Haven produced five national honors winners, with no less than four accorded the next-to-top rank of "certificate."

William A. Thiel suggested three improvements in machining metal from the slot in the lug of the operating slide of the famed Winchester U. S. Carbine, with total savings of \$117,000 and 14,000 man-hours to earn his "certificate."

Walter Horton likewise won his "certificate" for improvements in machining methods with resultant great savings, while Machinist Henry K. Chapin re-designed a very successful special grinder and Carl E. Pleines, fourth "certificate" winner, suggested a valuable change in construction of a sticker plate and inserts to prevent damage to the work rolls. George Moehl was honored for an important technical advance that substituted absorbent paper for felt in a certain operation.

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HUNTINGTON P. FAXON, president, Rogers Paper Manufacturing Company, Manchester, died recently. He was a director of the Wolverine Power Company in Michigan and of Carmen & Company, New York. Born in Brookline, Mass., he was educated in Brookline schools and at Harvard, where he was graduated in 1912.

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ENTHONE COMPANY of New Haven has issued a four-page booklet in color describing their products. Their "Acid Addition Agent" is used in sulphuric, hydrochloric and other non-oxidizing pickles to promote better pickling. The emulsion waxes, available to the metal treating industry, are applied at room temperature and form adherent, hard, rust-inhibiting films upon metal. A new alkali steel cleaner, called "Cleaner 100," is designed for cleaning steel by either immersion or electrolytic means.

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A FORWARD-LOOKING booklet relating to postwar business has just been issued by Robert Gair Company Inc., entitled "Air Cargoes." The literature is described by the company as an attempt to explain to shippers the fundamentals of the corrugated box and its place in the air cargo field. Author of the work is J. D. Malcolm-

son, technical director of Robert Gair Company and a graduate in chemical engineering of the University of Kansas.

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THE MIDDLESEX COUNTY Manufacturers Association in January held its mid-winter dinner at the Edgewood Country Club with about 125 members and key men from the member plants in attendance. Carroll B. Huntress, in an extemporaneous speech, treated the subject of free enterprise. Amor P. Smith presided.

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HAROLD E. MITCHELL, speaker of the House, at the annual dinner of the State Development Commission in Hartford during January, made a plea for a substantial increase in the state's financial support of the Development Board.

Mr. Mitchell said the War Council, Postwar Planning Commission and other groups will develop programs of a somewhat temporary nature during the present emergency and stated that if the state is to have the longtime benefits of these efforts it should resolve now to allow the commission adequate funds and staff so it can take over some of those activities.

Other speakers were Theodore H. Beard, Bridgeport, commission chairman; Albert E. Payson, Norwich; Francis S. Murphy, West Hartford; Willard B. Rogers, Hartford; W. A. Dower, Hartford.

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The meetings were held outside of Boston, according to Board Chairman Saul Wallen, in an effort to correct the evils of centralization of governmental agencies and to learn community response. One of the features of the two-day meeting was an industry clinic conducted by industry and public members of the board, and which was presented in co-operation with the Manufacturers Association of Connecticut, Manufacturers Association of Hartford County and the Hartford Chamber of Commerce.



THEIR OLD PLANT (top) gutted completely by fire on February 1, 1943, Modern Tools, Inc., of East Berlin, is continuing operations in Berlin in the modern building shown beneath. The firm is owned by Major Henry E. Sage, of West Hartford, and Hans Nelsen, of Berlin. Modern Tools started business in Hartford in 1928 and manufacture form tools. Major Sage is temporarily located in Dayton, Ohio, where he is in the Materiel Section of the Army Air Forces.

COMDR. LOUIS H. BRENDEN, Navy, told the Foremen's Club of Norwich: "We have a long way to go to win the war and the wave of optimism which is sweeping the country might seriously hamper our war progress." The Navy officer said: "The best way to win the war is to give all we have at present and to continue working hard until we have actually won."

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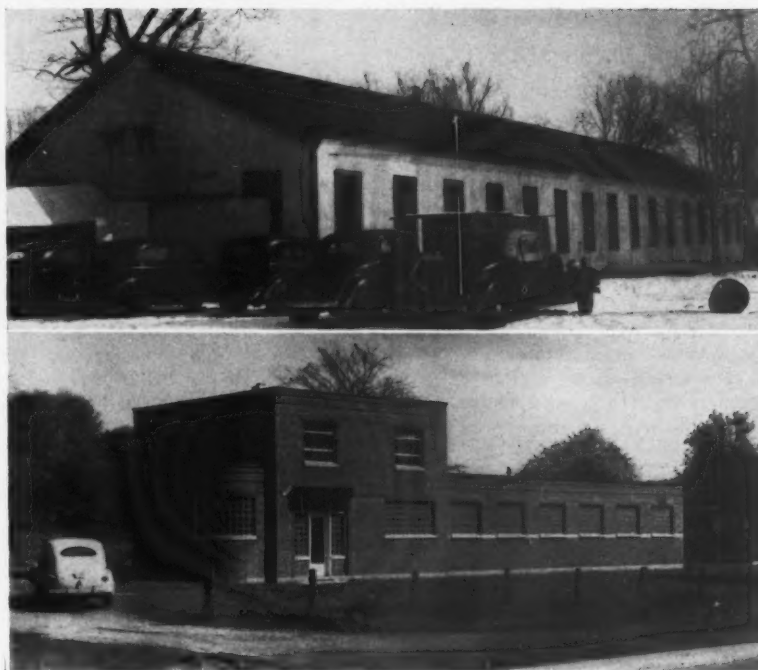
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**CLEVELAND TRAMRAIL - CRANES
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POLITICS AND THE BUSINESS MAN

(Continued from page 5)

lieve in an alien system and are trying to change over our democratic state to something strange and abhorrent to us, are working swiftly and expertly to establish a new kind of rule of business and of private property. They have been clever enough to observe our forms of political procedure and to keep within the appearance of democracy while they build up the type of control they want and of which we are now becoming uneasily aware. They pander in turn to capital and to labor and to organized minorities. They skillfully give economic groups certain privileges while enticing them to undermine our constitution and our forms. They make plausible and misleading laws which, unless they are carefully studied, have hidden effects. They highlight some obvious abuse in our present system and thereby get support from the voter and from Congress to correct a convincingly built-up and exaggerated situation. Then they pass a double-talking law permitting the issuance of directives. Once the law is passed, they gradually administer it as they planned. This is going right on in every government department. We are increasingly being ruled by directives and not by our own laws for the extremists take advantage of the necessarily broad phraseology of our wartime laws and interpret and administer them in an arbitrary way

that threatens to make a mockery of our democracy.

A Close-Up View

When the war broke out in December 1941, I went to Washington at a Dollar-a-Year and served my year. I spent a great deal of time not only in the WPB but in the OPA, the ODT, the War Manpower Commission. I also worked with the Army and Navy munitions boards. Naturally, I established a wide acquaintanceship among bureaucrats and I came to the conclusion that no matter how sincere a man may be, that he cannot carry out from Washington the dictatorial economic rules with which we have attempted to control nation-wide business in this country. There are too many different and contradictory local conditions in widely separated parts of this broad land of ours to permit their being effectively administered from a central office. It looks all right on paper and it sounds all right when you plan it. Once you try to put it into effect, you run into all sorts of jurisdictional and organizational complications and you find nobody is willing to take responsibility nor to give you a definite answer. I learned that no matter how plausible the scheme is theoretically, in practice your letters of inquiry are not answered definitely and that the bureau begins to function for itself and not for the end for which it was created. It is the means and not the end that eventually interests any bureaucrat. I found that the voters were having no voice whatsoever in the selection of any of the policy-making federal bureaucrats and that the laws were being

made and directives issued by appointees of appointees of appointees—men who cannot be reached nor appealed to in any way by the man in the street and by the small business man.

There is much justifiable criticism of the government agencies but before we criticize we should consider that a number of men in Washington who are serving in the various war agencies are of outstanding calibre. They are mostly volunteer workers or Dollar-a-Year men who have achieved success in their own fields of business. The subordinates in Washington have generally been men who have not been outstandingly successful at home. Most junior employees of corporations cannot afford to give up a good job, their office prospects and their homes and go to Washington to serve the government as subordinates. The corporations themselves, while they frequently are willing to lend their president or their chairman to the government, are rarely willing to give up the spark plugs in their various departments. I have known hundreds of these clerks and I must say that they are for the most part well-intentioned and reasonably competent American citizens. They have had to handle experimental regulations tentatively drawn up in a hurry, by inexperienced executives, under terrific war pressure and without previous practice or records as a guide. On the whole it is amazing that these feverishly recruited and improvised temporary departments have attained their present degree of efficiency.

Just as happened in Washington in the last war, so also this time just as soon as the emergency passes, many of

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We Can Get YOU Increased Production Through the Design of Simpler and Better Methods in ALL Phases of Your Operations

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the most competent businessmen who are now in Washington will drop their work. This means that all the mass of bureaucratic regulations are going to be left to be administered by men of secondary ability when we already know that the task is beyond the ability of even the most capable.

A Permanent Yoke

Many of the subordinates in the bureaus have by now brought their families to Washington, have established themselves there and naturally look with dread to the possible cessation of their employment by the government. Most of these temporary employees hope that they can get a permanent civil service status. While it is true that they may have no commercial future at home, nevertheless a great many of them have strong political connections in their native towns. In many cases they have obtained their jobs through recommendation by Congressmen or Senators. These legislators naturally have all tried to get good positions in Washington for unemployed constituents from their home district and there is a definite connection between Congress and the war bureaus and the subordinate bureaucracy in Washington has become very strongly organized politically. There is every human reason why these legislators will wish to make much of this civil service status permanent and we need not expect much voluntary pressure by Congress to relieve our country of this fearful incubus of non-productive tax-eaters.

But we businessmen who complain so much often "see only the mote in our neighbor's eye and not the beam in our own." When one works for the government in Washington, he unfortunately does see some evidence of greed and grab and "gimme" on the part of some of the businessmen who come down there and who, being turned down, go home and criticize the bureaucrats.

It is deplorable that American businessmen and American bureaucrats do not work better together.

We Americans realize that we should be united behind our boys at the front. It is too bad that this plan of trying to change our form of government should have been injected into the war effort on the home front. It would help if we all would wait until the war is over instead of trying to alter the rules in the middle of the game. By fighting with one another, we unfortunately are playing right into the

hands of the extremists who are said to be desirous of seizing control of business and of government. They cannot be called friends of the bureaucrats nor of the labor unions, nor of the businessmen. Is it not to their interest to have the three elements divergent?

Who can say with assurance now whether or not the WPB control of inventories and of purchasing and the OPA control of prices has been a better policy than the old one of giving free rein to economic forces of supply and demand? As a practical matter, the WPB and the OPA have a great responsibility in this war and we should, of course, co-operate wholeheartedly with them. Nobody can say that these defense agencies have really been tyrannical. Some people say that they have been too lenient and have been tolerant of evaders at the expense of honest co-operative Americans who have carried out the letter of the law no matter at what cost to themselves. Canadian and British bureaucrats have assured me that the business people in their countries are much more cheerfully co-operative and less critical of their war agencies than are American businessmen.

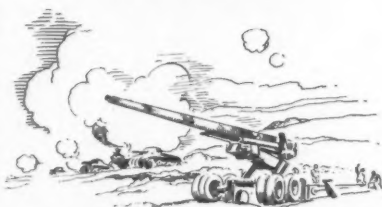
In Florence in 1938, I had an opportunity to see how terrified an Italian businessman was because of an unintentional infringement of sumptuary regulations. Likewise, in Berlin in that year, I saw an example of a very much frightened man who had unwittingly broken one of their business laws. We Americans would not tolerate any such bullying rule by martinets.

I feel sure that each one of us knows by now, through our own bitter experience of the past couple of years, just how much this centralization of government has hampered business and shackled capital and destroyed free enterprise and free labor. It is apathy and indifference on the part of the electorate that threatens our country's liberty. It is not only our business or money, but our freedom, the education of our children and the future of our grandchildren that is in mortal jeopardy at this moment. We should all enlist in the army of politics. I urge you to sign up at once and become a political soldier for American freedom. I am not advocating any particular plan of decentralization, but after observing at close hand for a year the attempt to direct everything from Washington, it does seem to me that the only salvation for our country lies in the realization on the part of the voters that we are what our name im-

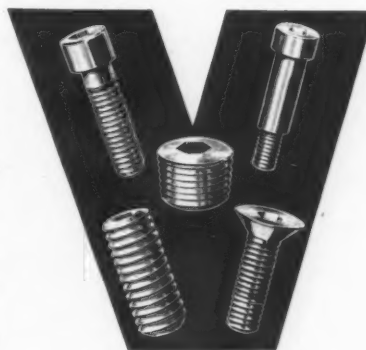
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TO FIRING LINE



ALLEN'S LINE OF DUTY



ALL the way from production machines to battle machines—there's the *line of duty* of the Allen line. Allen Hex-Socket Screws hold together machine tool assemblies; they hold together the weapons these tools produce and they keep mechanisms solidly intact on production line and firing line.

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To outwit our foes, it is essential that our Armed Forces have accurate and comprehensive records of enemy communications.

The Gray Audograph, a product of years of research, produces a permanent record of speech or code signals (radio, telegraph or telephone) by recording sound instantaneously on Flexograph Records (paper-thin plastic discs). Immediately after recording, the record can be played back by the turn of a knob.

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All Audographs are now going to the Armed Forces. When the war is won, the Audograph can be counted on to play an important part in serving telephone companies as well as business in general.



Have you an idea or invention in electro-mechanics

which you think will aid the war effort, or which has peacetime application? We'll be glad to develop it with you on a mutually satisfactory basis.

We are planning to add 5 or 6 products to our post-war line. If you have a product or idea which you believe would fit in with our activities, write Mr. W. E. Ditmars, our President, in complete detail. We will consider any practical arrangement.



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GRAY VARIABLE SPEED AUDIOGRAPH



THE GRAY AUDIOGRAPH MODEL AM-22-NV
with accessories and carrying case. This is the model
now being used by the Armed Forces.

MANUFACTURING CO.

PLANT: HARTFORD, CONN.

NEW YORK OFFICE: 230 PARK AVENUE





NEW HAVEN DOCK

T. A. D. JONES & CO.

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D I S T R I B U T O R S

BITUMINOUS COAL INDUSTRIAL FUEL OIL

S E R V I N G S O U T H E R N A N D W E S T E R N N E W E N G L A N D

V I A

R A I L · · W A T E R · · T R U C K S

plies—a United States—a union of states—a commonwealth of sovereign republics, each of which should administer its own local affairs. I recognize that we have to have country-wide uniformity and that we cannot have 48 independent WPB's and 48 divergent OPA's one for each state. Our 48 separate state governments cannot handle this problem excepting under federal guidance. However a combination of federal and state control whereby the states locally administer national regulations, would no doubt work better, and such a combination might be a solution.

Our affairs should be handled by people in our communities who are familiar with local matters, local practices and local problems and by men who, if not elected by us, at least would be appointed by men whom we elected and whom we know and whose work we could watch and could correct if necessary.

Closer Contacts Through State Government More Effective

Analyzing the situation as it applied to myself, I decided that it was my duty, while we are at war, and while I have sons in the service, not to stay in Washington, but to do what I could to serve my own state of Connecticut, rather than to be part of the Federal Bureaucracy in Washington.

I had the honor to enter our Legislature in Connecticut, after having been nominated by both Republicans and Democrats in my home town of Chester. The past year in Connecticut I have been devoting my efforts to helping get the voters to take a greater

interest in representative government. We are urging them to attend party caucuses and town meetings and to nominate and elect the proper representatives and to observe their performance in office and to co-operate with them. I am serving as the Chairman of the Committee on Public Information in our State. This is a bipartisan and non-political committee. Our entire efforts are confined to endeavoring to awaken the people to take an interest in their duties as electors and as citizens, not only at times of election, but throughout the year and every day in the year. Our Committee has sub-committees covering the press, the radio, schools and colleges, and the clergy. We have a speaker's bureau and we address the Rotary, the Lions, the Kiwanis, the Grange and Farm Bureau, the Chambers of Commerce and all the other service organizations. We constantly try to bring to the people a realization of the fact that our present system of Government, which ensures liberty of speech, freedom of worship, liberty of the press and freedom to attend meetings like this, is in great danger and that it can only be saved by an active participation in our democratic processes by our citizens.

Take Hold and Do Your Share

I hope that each one of you will make up his mind that if he has not yet taken a part and done his democratic share in participating in our government, that he will now begin to do so. You can join with two or three neighbors and get in touch with your precinct or ward executive and then

with the representative from your district and with your state Senator. You will soon begin to have a hand in running the affairs of your state. It is surprisingly easy to get started in politics and you will find that you can help in the appointment of bureaucrats so that the proper men are selected and so that they are not allowed to exceed their limitations of jurisdiction.

However, unless we do take a part in politics and see that the right men are selected and elected to office, and unless we watch them all the year round, we not only are going to have the elected officeholders appoint undesirable bureaucrats during the war, but we are going to have them do so after the war and maintain all those now in office. We are going to have a vast government bureaucracy fastened on the back of the necks of our children and of our children's children.

It is true that what I propose is a humble thing. It is only to play a minor part. I realize that as a simple legislator in the small state of Connecticut, that I am at best only a corporal in our great political army. But an army is made up of privates and of corporals. If we corporals do our duty our army will win. Our sons are not fighting this war as colonels and generals. They also are privates and corporals and lieutenants and we should be content to do the task immediately in front of us in our own small community. If each elector will do his duty, we will not only see that able administrators are appointed but we will also put to rout the extremists who are now hampering business and shackling capital and destroying free enterprise and free labor.



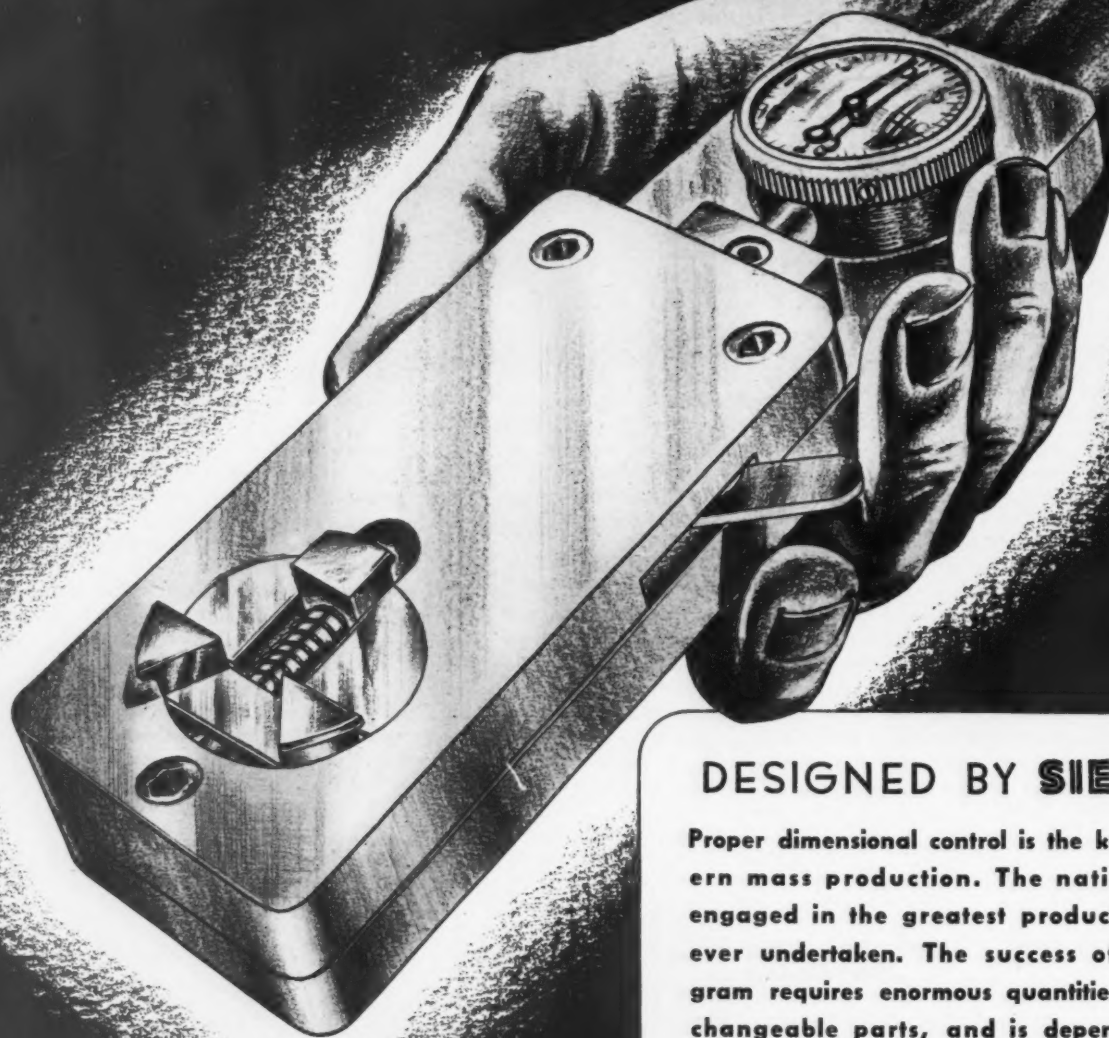
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TRANSPORTATION

By N. W. FORD

Manager and
Traffic Manager

ADVANCING CHARGES OF FREIGHT FORWARDERS:—In a decision written by Commissioner Porter, the Interstate Commerce Commission amended its order issued January 6, 1941, so as to permit motor carriers and rails, in connection with forwarder traffic moving beyond break-bulk points, to advance published charges of freight forwarders subject to Part IV of the Interstate Commerce Act prior to their collection from the ultimate consignee.

The Commission, at the same time, announced that it has granted petitions of western railroads and the Freight Forwarders Institute for reopening of the proceedings in the case, which is docketed as No. 27365 Freight Forwarding Investigation.

The amounts carried forward by the rail and motor carriers are those made by the forwarder against its customers, who ordinarily are owners of individual packages consolidated by and shipped in the name of the forwarder.

★ ★ ★

AIR COURIER SERVICE IN NEW ENGLAND:—The Massachusetts Wing of Civil Air Patrol has established an emergency air courier service, which is designed to rush small but very important cargo between various points throughout the country. The Civil Air Patrol is a volunteer auxiliary of the U. S. Army Air Forces equipped with civilian planes with horsepower ranging from 65 to 350. These planes are somewhat limited in cubic capacity and the weight they can carry. However, they are capable of carrying loads from 200 pounds in the smaller planes up to 600 pounds in the larger planes.

The plans of the Massachusetts Wing call for direct service up to 750 miles from their immediate area, although exceptions to this limit may be made by prior arrangement. These flights will normally be made during daylight

hours under contact flight rules of the Civil Aeronautics Authority but a few of the planes are equipped for night flying. No regular schedules are established but cargo and/or personnel can be picked up at the airport nearest a plant if a telephone request is made to the Civil Air Patrol, Auxiliary of Army Air Forces, Massachusetts Wing at Boston.

Similar emergency air courier service is being conducted by the Civil Air Patrol in other sections of the country with outstanding success. Time after time small cargo has been rushed over great distances in time to prevent a shutdown of production lines.

★ ★ ★

WAR TRAFFIC COMPRISED 65% OF 1943 EXPRESS BUSINESS:—According to a report by L. O. Head, president of the Railway Express Agency, more than 65 per cent of the express business handled in 1943 was war traffic. It was estimated that during the year over 175,000,000 shipments were handled by the company in its rail express, air express and supplementary services.

An estimate places the 1943 air express cargo at approximately 14,000 tons, an average of 45 tons daily. Much of this cargo comprised essential war materials moving under priority. In fact, more than 13,000 straight carloads of war traffic on government bills of lading have moved in express service during the year.

★ ★ ★

SUPREME COURT DECIDES EASTERN TRUCK MERGER IS NON-MONOPOLISTIC:—The right to continue as an integrated company was granted Associated Transport, Inc. by the Supreme Court in a recent decision. The Court refused to set aside certain orders of the Interstate Commerce Commission, authorizing consolidation of seven large motor

carriers, including Consolidated Motor Lines, Inc. of Hartford, Connecticut and McCarthy Freight System, Inc. of Taunton, Massachusetts, to form the Atlantic Seaboard over-the-road system. The Associated Transport, Inc. operates some 3,000 pieces of trucking equipment over 37,884 miles of regular routes in service from Massachusetts to Florida and as far west as Louisiana, Ohio and Tennessee. McLean Trucking Company, Inc., the Department of Agriculture and others had opposed the merger. They contended that the Interstate Commerce Commission's merger approval violated the anti-trust laws and created a monopoly.

★ ★ ★

O.D.T. AUTHORIZES SIMPLIFIED RECORD-KEEPING:

A simplified system of record-keeping by operators of motor trucks relating to mileage, motor fuel, loads transported, tire inspection and idle equipment was made effective by Amendment 1 to Administrative Order O.D.T. 9. The modified procedure permits fleet operators of property-carrying vehicles to keep an integrated record of required information for all vehicles in their fleets, rather than for each individual vehicle, as heretofore required. Where it is not reasonably practicable for any holder of a Certificate of War Necessity to keep a record of loads transported, fleet operators may propose to the O.D.T. District Managers a method for estimating same, which, if satisfactory, will be approved.

★ ★ ★

ELIGIBILITY FOR PASSENGER

CAR TIRES:—The purpose for which a person drives his automobile, rather than the distance he drives it in a given month, hereafter will determine his eligibility, under rationing, for passenger car tires. Serious depletion of the supply of used passenger tires available for rationing to low-mileage drivers, coupled with inadequate stocks of new tires, compels a shift in the tire rationing program from a "mileage" to an "occupational" basis.

Effective February 1, the OPA abandoned the regulation that only those persons holding gasoline rations good for driving 601 miles a month or more could qualify for Grade I tires. At the present time any person who drives his car in connection with a highly essential occupation, regardless of his gasoline ration, may apply for a ration certificate good for buying

a Grade I tire, or, if such a tire is not available, he may obtain a certificate for a Grade III tire. The remaining supply of Grade III tires will go to persons doing occupational driving of a less essential character.

★ ★ ★

EXPANSION OF TRUCKING OPERATIONS:—The Office of Defense Transportation has issued Administrative Order ODT 15, prescribing the procedure which motor truck operators must follow in applying for ODT approval of proposals to extend present operations or to institute new services. A motor truck operator, seeking to expand his operations, must apply to the manager of the ODT motor transport district office in which his operating headquarters are located. If the application is denied in whole or in part by the district manager, the applicant may appeal to the

regional director, and if he is not satisfied with the regional director's decision he may appeal to the director of the ODT.

Approval of an extension or inauguration of trucking services will be given by the ODT district manager only under the following conditions: (1) when such service is necessary to the war effort or the maintenance of essential civilian economy; (2) when it cannot be performed by existing means of transportation or when existing service is not as convenient or expeditious as the proposed service and a positive need directly related to the war effort is shown for greater convenience or expedition, or when it will conserve existing transportation facilities to a degree outweighing in importance the added use of the new facilities; (3) when the proposed service will contribute directly and in important degree to the war effort or is

needed to sustain the health and welfare of civilians; or when the new service can be furnished without additional demands on critical materials or manpower outweighing any public benefit from the new service.

★ ★ ★

SPECIAL PERMITS FOR MOTOR TRUCK OPERATORS:—Administrative Order ODT 14 has been issued by the Office of Defense Transportation, prescribing the procedure to be followed by motor truck operators applying for special permits exempting them from specified provisions of ODT orders. The order specifies information to be submitted by the truck operator and the place of filing application for a special permit. Provision is made for the issuance of an emergency special permit to avoid "irreparable injury or distress" pending the filing and disposition of a written application.

SELECTIVE SERVICE NOTES

By LIEUT. COMDR. JOHN F. ROBINSON, USNR, State Director of Selective Service

THIS is the first of a series of notes from State Selective Service Headquarters contributed to assist Connecticut Industry readers with their selective service problems.

1. Until recently, instructions for the guidance of Selective Service Agencies provided as follows:

Every man who has attained the age of 18 and had not reached the age of 25 on July 1, 1943, unless a "father" must be listed for replacement during the 6 months' period covered by Replacement Schedules, unless (1) he is using his highest skills or professional qualifications or (2) he has demonstrated capacity for an unusual assignment. Men who are utilizing their full skills in critical occupations where the necessity for their continued retention is clearly demonstrated by their employer should be considered as registrants who are utilizing their highest or professional classifications, which is the exception to the general policy expressed above.

2. The foregoing provisions are superseded by the following, effective February 1, 1944:

No registrant (whether a non-father or a father) ages 18 through 21 at the



JOHN F. ROBINSON

time he is classified may be considered for occupational deferment unless there is first filed with his local board a request (form 42-A special) upon which the State Director of Selective Service in whose State the registrant's principal place of employment is located, has endorsed a statement that, based upon the information in said form, he recommends that the local board except the registrant from the general restriction against occupational deferment of registrants 18 through 21.

3. Unless justified by a change in

status or other condition, however, the occupational deferment of a registrant 18 through 21 existing on February 1, 1944, shall not be terminated in advance of its expiration date.

4. While the rules referred to in paragraph 1 above were not in effect after February 1, 1944, the general policy enunciated therein will be followed as to men ages 22 or over whose occupations are included in the so-called "List of Critical Occupations."

5. In determining whether a father, age 22 or over, is a "necessary man" the provisions of all applicable regulations and directives will be liberally construed, to the end that, if other factors are equal, a father age 22 or over will normally be accorded occupational deferment in preference to fathers 18 through 21 and in preference to all non-fathers.

6. The term "father" includes only a person who was married prior to December 8, 1941, who has maintained a bona fide family relationship with his family since that date, and who has a legitimate child born prior to September 15, 1942, or a stepchild, adopted child or foster child acquired under certain specified conditions.

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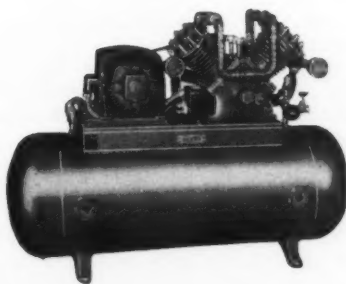
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ARMY-NAVY "E" AWARDS

(Continued from page 11)

cepting on behalf of a group of splendid Americans the award signifying recognition by the Armed Services of their accomplishments in war production. We are particularly happy to see this recognition come to Factory E.

"We have men and women with service records of from twenty-five to sixty years and more whose minds are as open and alert as ever; in fact, it is the efforts of the people in this group that have helped tremendously in making the transformation of this plant so outstanding.

"I am fortunate in the fact that my office is located in one of the Factory E buildings so that I have been in a position to observe this transformation closely.

"The cheerful, indomitable spirit with which this whole group tackled its problem two years ago, is something we shall never forget. Materials, machinery and tools were all new and strange in their experience and there were times when the new problems of production seemed insurmountable, but they were surmounted, and today the men and women of Factory E can take real pride in an outstanding accomplishment.

"This spirit of adaptability, resourcefulness and courage has been characteristic of the people in all of our plants and offices during this trying emergency. It is a fine example of what a large company of human beings working together in an atmosphere of mutual confidence and respect can accomplish, and will remain with us as an inspiring memory long after the war is over."

★ ★ ★

ASSERTING THAT the Bigelow-Sanford Carpet Company is the largest supplier of blankets to the United States Army, Brigadier-General Allen R. Kimball, commanding officer at the Quartermaster Depot at Jeffersonville, Ind., presented the Army-Navy "E" flag for "outstanding achievement in producing materials needed by the armed forces" to the Thompsonville plant of the company early in January.

Governor Raymond E. Baldwin called upon the employees to add a

star to the "E" six months from now, "for that star will be the fulfillment of a pledge by you to every American boy who has pledged his life to the defeat of our enemies. With your good work and their great courage," the governor said, "victory shall be ours."

Elliott I. Petersen, local superintendent, was master of ceremonies. The company's president, John A. Sweetser of New York City, accepted the "E" flag in behalf of the company.

Under direction of the Undersecretary of the Navy, a citation to the employees was read by Lieutenant Commander L. H. Brendel, USNR, industrial incentive officer at the office of the Inspector of Labor Material in Bridgeport. In part the citation said: "By their unflagging spirit of patriotism, by their acceptance of high responsibility, by the skill, industry and devotion they are showing on the production front, they are making an enduring contribution not only to the preservation of their country but to the immortality of human freedom itself."

Pfc. John C. Harris, a wounded veteran of the present war, made the presentation of lapel "E" pins to be worn by the employees. Acceptance of the pins was by Frank Middelaer, president of Local 2188, TWUA, at the local plant. Five representative employees of the plant were formal recipients of the pins from Pfc. Harris, these being awarded to Mrs. Emma Connelly, the woman longest employed by the company with a record of 57 years; John Long, the male employee with long service record, 64 years; George Colby, a company employee for 57 years, head of the shipping department, as management representative; Joseph Peraro, vice-president of Local 2188, TWUA, as the union representative, and Superintendent Petersen as the company's representative.

★ ★ ★

"THIS ALL-OUT WAR is a gigantic struggle, a tough and brutal war and the job of every man and woman in it, either on the fighting front or on the production line, is a tough one," Lieut.-Col. Edward G. Tremaine, Jr., of the Boston Quartermaster depot, said in presenting the "E" award to the Naugatuck Footwear Plant of U. S. Rubber, Naugatuck.

"There are no easy jobs, no soft

snaps, either on the firing line or on the production line," he added.

He asserted that the "E" is not "just another flag," nor easily won, but must be earned, and said that the Naugatuck plant may be proud to take its place "with that select group of soldiers of the production front who wear this distinctive badge of honor."

"Fight harder and work harder than ever before, to attain victory," Col. Tremaine said.

"Pay no attention to recent wishful and groundless talking about a near German collapse," Lieut.-Comdr. Raymond T. Fish of the U. S. Naval Reserve said in awarding the "E" pin citation. "Only a miracle can bring that about," he added in urging workers not to miss a single hour from their particular work. He asked that they make sure of keeping the award by winning a star for the pennant six months from now.

Herbert E. Smith, president of U. S. Rubber Co., told employees that through their day-by-day hard work, they are playing a real part in helping the servicemen fight. More invasions are ahead and they will call for more production, he said.

George Froehlich, president of Local 45, United Rubber Workers of America, accepted the award pins. He asserted that employees have worked hard to give the servicemen necessary materials and recalled that more than 600 men and women from the plant are in military service.

"We owe these men a great debt and to pay that debt we will remember to continue producing these products with the best in us," he concluded.

The "E" is a symbol of unity, it means the closest cooperation between labor and management and signifies democracy at work, said Harry L. Carter, factory manager, in accepting the award.

Robert E. Lowell, master of ceremonies, praised the plant workers for their achievement and introduced the speakers.

Sergt. Alex J. Kolonics, North Africa and Sicily veteran, pinned "E" pins on Mr. Froehlich, Mr. Carter, Harold N. Barrett, production superintendent, Genevieve Pajeski and William Baukat, representing employees.



INDUSTRIAL DEVELOPMENT

By L. M. BINGHAM,
Editor and Director of Development

BEFORE the United States entered World War II, the value of industrial research had been particularly stressed each year through Research Day programs in each state sponsored by the New England Council and New England Engineering Societies with the cooperation of local and state engineering societies, chambers of commerce, state development commissions and manufacturers associations. In Connecticut, the Manufacturers Association of Connecticut took a prominent part along with the Connecticut Development Commission and the Connecticut Technical Council in fostering this better understanding of research through the arrangement of one day programs, including speakers and displays, in the years 1938, 1939, 1940 and 1941. Publicity to promote attendance before the meetings and the publication of addresses and other articles dealing with various phases of research have also been a part of the Association efforts to stimulate more efficient use of research as a necessary tool of industrial progress.

Although unwanted as promoters of research, wars have been the most potent of all stimuli to research effort. World War II, perhaps more than any other in history, has forced its development in the United States at a more rapid pace than ever before. Because of the urgent need for better tools to speed mass production of weapons to heights never before reached and the necessity of making more destructive weapons than our enemies, the research men of the nation have literally performed miracles by their new discoveries and better utilization of facts formerly known.

Now that the Allied nations have a good start on their torturous road to victory—thanks to the results of research as well as the efforts of millions of men and women on the war and home fronts—we have no time to lose in utilizing every available research

facility if we would make adequate preparation for a peace that will mean more than a "breathing spell" between wars. Oh, no, research isn't the answer to every problem connected with the making of a lasting peace, but it can be the most potent factor in creating new employment and a solid economic foundation upon which any stable peace structure must rest.

The talk stage about research should be over. Now, if ever, is the time for definite action. Action is needed, particularly in New England, if this section of the country is to maintain its leadership against the new competition it is certain to meet from other sections of the country that have made great strides in the manufacturing field during the war.

One of many evidences of the trend toward greater industrial development of the west is the fact that Oscar Monrad, former Executive Secretary of the New Haven Chamber of Commerce, has been hired by the Oklahoma City Chamber of Commerce to head its development division, effective March 1, which alone will spend more to acquire or create new enterprises than any Chamber of Commerce in Connecticut is spending for all of its activities. This "handwriting on the wall" should be an action signal to the executive heads of all organizations interested in the economic progress of Connecticut and New England and to the executives of all manufacturing enterprises to set up budgets and working arrangements for development and research. That's the only kind of long range planning—call it postwar, if you like—that will leave something tangible in the "sieve" after much of the publicity and talk about Postwar Planning has been drained through to the waste paper basket.

What Research Means

Although research means many different things to different people, it

should be directed toward four things specifically, as follows: (1) Increasing the efficiency of existing practice to reduce cost; (2) redesigning old products to meet with modern demand; (3) designing or discovering new products and processes; (4) finding profitable markets for products and the best means of servicing them.

It would be sheer folly, as many companies have discovered, to redesign an old product or create a new one without a constant check to determine the possibilities for a profitable market after completion. In a world of uncertainty there is one event beside death and taxes that cannot be escaped. Business must furnish jobs for 55 million or more men and women after the war, or government will accept the assignment. If government is permitted to do any large portion of the job, then private business and freedom, as we know them for the common man, are dead, and this war will have been fought for no worthy cause. If the idealistic purpose (and true idealism is nothing short of practical realism) of creating a lasting peace is not good enough reason for using every research facility at our command to create the employment necessary to buttress that peace, then research must be employed by industry as a pure defense mechanism to stay in the race for profits with other research-minded contenders from the middle-west, south and far-west, and from foreign countries later on.

Pattern for Research

In order to assist manufacturers with their wartime production and long range research problems the War Production and Engineering Council of Northern Connecticut held a Conference at Hotel Bond, February 16, which included three panel meetings dealing with the following subjects: Modern Plant Maintenance, Methods Improvement and Product Development. In the Product Development panel were discussed such subjects as New Application and Fabrication Techniques in metals, (complete text of talk published in this issue) Comparative Properties of Plastics, and Product Research Facilities—all designed to stimulate greater research effort and to facilitate the discovery of adequate facilities.

While there is no set pattern for research, the first step is to determine upon a budget that would seem to be reasonably adequate in the eyes of an experienced research man like Dr. Lawrence W. Bass, Director, New England

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Research Foundation, Boston, whose services are likely to be made available soon to small groups of manufacturers desiring his advice. If your company is too small to hire and maintain the work of even one research man, it is possible that your problem may be solved by

buying the research service of an established product research laboratory, by joining forces with other small manufacturers or cooperating with a larger company for whom you may have done sub-contract work during or previous to the present war. Or there may be other larger companies with adequate research facilities with whom you have had no previous business dealings but which are entering or planning to enter into a branch of industry that fits into your present pattern of operation or your future plans. If you think of any such companies why not approach them for a discussion of your problem or permit this department to act as your emissary. If the idea sounds reasonable and you can't think of any companies to approach, the writer of this column will endeavor to locate a company, with facilities, willing to listen to your proposed cooperative plan.

If your mind is made up as to the type of facilities you require to seek the solution of your research problems, and you do not have them available or the budget to acquire them, you should be interested in the fact that 28 manufacturing establishments in Connecticut, in answers to a recent Association questionnaire, have made known their willingness to share their laboratory facilities with other manufacturers. Connecticut University, Trinity College and Yale University also have facilities that may be used even now, under certain conditions, if and when there are research students or faculty available. However, as may be surmised, both private industry and the colleges and universities are suffering severely

from the same disease—research manpower shortage.

Twenty-two of the 28 industrial companies are willing to have their facilities used by companies other than customers while the remaining six companies are only interested in sharing their facilities with customers or prospective customers. Among them are included mechanical, metallurgical, electrical (including electronics) and chemical laboratories. One laboratory is especially equipped to do machine tool design work, another is equipped to assist in the design of optical instruments. Others specialize on problems pertaining to properties of precious metals, rubber applications, textiles and electronics.

In addition to these facilities this column can also refer any company to consulting engineers and laboratories in a variety of fields, and will soon release in cooperation with the War Production Engineering Council of Northern Connecticut a directory of facilities thus far discovered in Connecticut which are known to be available to do research work.

If you have any questions regarding any phase of research, we urge you to write this column in confidence for the answers. If we can't give the answers, a serious attempt will be made to discover them from outside cooperating sources.

Let's get aboard the research train and start to move in the right direction toward creating the employment, the business and profits we shall need to keep our free economy after war contracts end.

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EXPORT NEWS

By W. ADAM JOHNSON, *Director, Foreign Trade Dept., and Manager Hartford Cooperative Office, Bureau of Foreign and Domestic Commerce.*

Foreign Trade After The War

IN no sector of the economy is the post-war outlook more puzzling than in foreign trade. At the moment, shipments to foreign countries are enormous. But what of the future? What will foreign countries want to buy from the United States after the war? How much will we import from other countries? Under what conditions will trade be conducted?

These are questions to which the foreign trade community is seeking answers. Yet the world presents a picture of confusion. Economic life has all but ceased in some parts and has taken and will take severe blows in others. Uncertainty prevails regarding the future value of currencies. And the shape of future commercial policies at home and abroad fits into no recognizable pattern.

The United States Government, in cooperation with the other United Nations, is striving to remove some of these uncertainties and to aid in reconstructing the broad framework of international trade. But the ultimate success of these efforts will chiefly depend on the actions of the individual businessman in this country and in other countries. It is important, therefore, that those interested in foreign trade, both in business and in Government, should begin to establish their objectives and to study the conditions necessary for achieving them.

The aims of American business in the field of foreign trade require little elaboration. Simply expressed, they are: (1) A volume of exports and imports more commensurate with our capacity than in recent pre-war years, and (2) less interference and disturbance through arbitrary trade restrictions and currency fluctuations.

The second of these objectives is closely related to the first. The ex-

trêmes of trade restrictions and currency disorders experienced during the thirties resulted primarily from the disturbances and maladjustments of the great depression at the beginning of the decade. A larger and more stable trade would promote, and is the indispensable condition for, a freer trade.

The pressure to find large foreign outlets may not be serious in the immediate post-war years. For at least a brief time American producers may have little difficulty in selling, at home or abroad, most types of civilian goods, both producers' and consumers'. They will probably enjoy a seller's market as long as the output of such goods is still limited and vast deferred demands, backed by large dollar savings and reserves and necessary relief financing, are unsatisfied.

Sooner or later, however, as the industrial capacity of the United States and other countries is reconverted to the production of peacetime goods, deferred demands are met, and the cushion provided by dollar reserves accumulated during the war absorbed, competition for markets will become intense. If they can be maintained, large foreign outlets will promote the most effective utilization of the increased industrial capacity of the United States and the full employment of American labor. If these markets cannot be maintained, the task of utilizing this country's expanded resources of tools and skills may be greatly complicated.

If plans for achieving these objectives are to be laid, businessmen will want to think in concrete quantitative terms. Foreign traders and businessmen generally will, of course, want to modify the present analysis in accordance with their own evaluations of important unknown elements and to apply the principles, subject to neces-

sary refinements, to their particular problems. By far the greater part of this planning will have to be done by business itself, but the Department of Commerce stands ready to aid through supplying facts and analyses.

The above is from a booklet recently published by the Bureau of Foreign and Domestic Commerce which is entitled "Foreign Trade After the War". Everyone interested now or who expects to become interested in foreign trade should read this booklet.

Some of its paragraphs deal with "What Determines the Export Volume?", "The World Supply of Dollars," "The Importance of a Large Stable Dollar Supply," "Future Imports and the Supply of Dollars," "Quantity of Imports and Industrial Production," "The Potential Post-War Volume of Exports," "How Foreigners Use Their Dollars," "Future Foreign Demand for American Goods," "The Commodity Pattern of Our Post-War Exports," "Where will Our Export Markets Be?"

This booklet may be obtained from this office free of charge.

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QUERIES

By JOSEPH B. BURNS

Counsel

QUESTION 1: Are sales representatives subject to renegotiation under the present law?

ANSWER: Yes, if compensation received in the nature of commissions amounts to \$25,000 or more in any one year. This \$25,000 limitation would apply to total fees from all sources and would not necessarily mean that the \$25,000 should be received from one source.

QUESTION 2: What is the meaning of the term "last bonus year" which is used in Treasury Department regulations?

ANSWER: The "last bonus year" means the last accounting year of an employer which terminated before October 3, 1942. For example, if your accounting year is based upon a calendar year, the last bonus year would be 1941.

QUESTION 3: Does the Commissioner of Internal Revenue office, which controls salary stabilization, request filing of rate ranges and job classifications similar to those requested by the War Labor Board?

ANSWER: The War Labor Board's request for the filing of this information is based entirely on the fact that the more information this agency possesses the better they will be able to deal with wage stabilization cases. When you file a schedule of job classifications and rate ranges with WLB, the material is approved on the grounds that it is your existing authorized wage schedule, and the only basis for its use would be to furnish a framework upon which any future adjustments would be authorized by the Board.

The Treasury Department does appreciate having similar information for those employees coming

under their jurisdiction. A filing of this data with the Salary Stabilization Unit would be welcomed, although the effect of such filing would merely put your company on record as claiming that the schedule submitted was valid and effective as of the date of submission. It would not cure any inconsistencies which might be inherent in the schedule itself.

QUESTION 4: Just what opportunity for assistance from the War Labor Board exists when a company wishes to increase some job classifications within their establishment?

ANSWER: Naturally, conditions under which certain increases are justified will vary with the individual company, but without doubt, there are three wage adjustment formulas which you can apply and which will indicate definitely whether or not you would be entitled to a wage adjustment:

1. When rates are below 50¢ per hour for any job classification, an application based on substandard rates will be approved.

2. Where your ceiling rate in a given job classification is less than the minimum of the sound and tested rates in your area, you should by application to WLB receive permission to raise your top rate to the minimum of the sound and tested rates for that specific job classification.

3. Although occurring infrequently now, applications for increases based upon the little steel formula will still be allowed. This may be applied in some cases to use any portion of the allowable 15% cost-of-living adjustment over January 1, 1941 which has not already been granted.

If you are unable to qualify for applicable adjustments under any of

the above methods, you should then check carefully to determine what basis would best suit your individual case. Apply on WLB Form 10 and include as much supporting data justifying your position as you can secure.

QUESTION 5: We have found in checking our payroll records several minor violations of the wage stabilization laws. Should we continue the violation or should we notify the War Labor Board and ask them for approval?

ANSWER: Once a violation is discovered, you should of course immediately stop paying rates which are in violation of the law. If you are doubtful as to whether or not a violation exists, you should prepare WLB Form 1 and ask the Wage and Hour Division to give you a ruling thereon. If you feel that your violation would have been approved if submitted to WLB, you should submit a Form 10 applying for approval of this adjustment, and resume payment thereof only after approval has been granted.

QUESTION 6: Considerable difficulty has been raised concerning the application of the regulations outlined in Executive Order 9240 calling for not more than time-and-one-half compensation on the sixth day worked in an established workweek. Can you clarify this for us?

ANSWER: In order to clarify this particular problem, the Department of Labor recently issued a release which discussed some features of this difficulty, and for purposes of eliminating needless detail. The following quotations from the release should satisfactorily answer your inquiry:

"1. This release has been prepared to answer a number of inquiries which recur frequently in applying the principles laid down in Executive Order 9240. Reference is made to Interpretative Bulletin No. 1 of the Order, issued February 17, 1943, which contains the interpretations in full of the Order. It is the purpose of this release to deal with only one problem; namely, *the effect of the Order upon employment contracts, or customs or practices*, calling for not more than time and one-half compensation for work performed on the sixth day worked in any regularly scheduled workweek.

(Continued on page 42)

SALARY STABILIZATION

(Continued from page 8)

prior to the adoption of the incentive plan.

2. The incentive plan must show that under its operation the cost of producing the article is lowered.

3. The incentive payments should start at the bottom with producers and from there work up through the supervisory employees and not start half-way up the ladder of supervision, as so many so-called incentive plans attempt.

In connection with this last point let me explain that incentive plans, that start say at the level of supervision of foreman, create bad personnel situations and generally intra-plant inequalities. The question as to how high up in the levels of supervision incentive payments should apply depends, in each case, on the circumstances and facts as stated. Generally speaking, however, incentive payments should stop at the top level of supervision which is directly geared to the production operations, such as superintendent or plant manager, and should not carry through to the top executives although, as stated before, there may be some situations where approval would be granted for carrying through the incentive payments to the top executives.

Increases in Bonus Payments

We now come to the question of increases in bonus payments which have been, from the start of the Salary Stabilization Regulations, extremely confusing to the employers. It is believed, however, that the press releases of November 14 and December 30, 1943 and the more recent one of January 20, 1944 have clarified what bonuses may be paid and incidentally have liberalized to a very great extent the bonus payments which may be made without the approval of the Commissioner.

The word "bonus" means lump sum payments paid during the year or at the end of the year over and above regular weekly, semi-monthly or monthly salaries, and includes payments based on percentages of profits, percentages of salaries, percentages of sales by other employees (commonly called over-riding commissions) and similar per cent payments, but does not include ordinary commission payments to salesmen based on individual sales.

In this discussion on bonus payments the words "last bonus year" are used and I think it would be advisable to first define what is meant by "last bonus year". As used in the Regulations "last bonus year" means the employer's last accounting year, either calendar or fiscal. As an example, if the employer is operating from an accounting standpoint on a fiscal year basis ending August 31, his "last bonus year" prior to October 3, 1942 would be the fiscal year ending August 31, 1942. However, if the employer is operating from an accounting standpoint on a calendar year basis, his "last bonus year" prior to October 3, 1942 would be the calendar year ending December 31, 1941.

The Regulations, plus the aforementioned press releases, provide that bonus payments may be made without prior approval of the Commissioner in the following circumstances:

1. A bonus which does not exceed in amount the bonus paid for the last bonus year ending before October 3, 1942, provided the employee has not received an adjustment in his salary rate since October 3, 1942.

2. If the employee's base salary has been increased since October 3, 1942 he may be paid a bonus not exceeding the same dollar amount of bonus paid him for the employer's first bonus year ending after October 3, 1942, provided the bonus does not exceed 20 per cent of his present base salary.

3. A bonus regularly paid based on a fixed percentage of salary where the percentage has not been changed since October 3, 1942.

4. A bonus may also be paid to an employee under a cost of living basis provided said bonus, together with all other compensation, does not increase his total compensation for the current year of the total earned in the calendar year 1941 by more than 15 per cent if the total compensation for the year 1941 was \$2,400 per annum or less, or 10 per cent if the total compensation for the year 1941 was over \$2,400 but not over \$4,000, or 5 per cent if the total compensation for the year 1941 was over \$4,000 but not over \$7,500.

5. Bonuses figured on a percentage of profits, percentage of gross volume of business of a department or company, percentage of sales made by others (commonly

known as over-riding commissions), percentage of new business or similar factors, may also be paid without the approval of the Commissioner where there exists a contract, either oral or written, which has been in effect since prior to October 3, 1942 and where there has been no change in the percentage figure or in the base salary, if any, of the employees under discussion.

These are the only types of bonuses which may be paid without the approval of the Commissioner and it will readily be seen that, particularly in the last category of percentage bonuses, the Regulations have been liberalized to a very great extent. Permit me to warn you, however, that where it is proposed to pay bonuses of the percentage type and where there is no written contract or formal action of the Board of Directors, and it is claimed that the bonuses are being paid under an established policy of the employer, such policy must have been in existence for at least two years prior to October 3, 1942 and that there may not have been any changes in the percentage figures.

Prior to the Press Releases of December 30, 1943 and January 20, 1944 it was the policy of the Regional Offices to limit percentage type of bonuses under a contract not to exceed the dollar amount paid for the first bonus year subsequent to October 3, 1942 and, in many cases, formal decision letters have been issued by the Regional Offices to the employers so limiting bonus payments. In those cases employers, if they so desire, may adjust 1943 payments in accord with this new policy, provided there has been no change in the employee's base salary or in the bonus contract since October 3, 1942. For example, if an employee in 1943 was entitled by contract or established policy to receive a percentage bonus amounting to \$1,500, but was paid only \$1,000 because of the former Regulations, he may now be paid the remaining \$500 without formal approval.

There are some cases where an employer can establish a contract because of an established policy in existence for more than two years prior to October 2, 1942 of paying percentage of profit bonuses, but the percentage has varied although the method of paying has not varied. In such cases formal approval is required for the payment of bonuses and, in most cases, the approval will be limited to the percentage rate that was in effect on Oct. 2, 1942.

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Postwar Planning: An Old Theme Under A New Caption

THE topic of postwar planning is presently receiving extensive publicity from numerous sources; it is a popular topic of speeches, meetings, and advertisements, and the impression is being created in some circles that this is a new development or discovery. Such is far from being the fact. Progressive industries have long made a practice of endeavoring to foresee, in their particular lines, into the future and to anticipate how to meet it.

This would involve the study of potential markets and future demands for products; preparation for producing such requirements involving provision for necessary materials, equipment and labor. These points are all encompassed in the term "Budgeting" which is not a new function or operation for the modern business concern.

It is true that the period which will follow the ultimate victory will have new phases and ramifications which may have greater intensity in some respects, but any experienced budgeteer will testify that forecasting and budget problems never fall into any prescribed formulae or patterns.

The extreme dislocation of normal industrial activities is bound to demand more intensive application to readjustments, but the whole theme is simply the old project of "budgeting" under a new designation.

Perhaps the major complication or uncertainty confronting those charged with the budget function is the uncertainty surrounding the intentions of the government in certain vital matters. What will be the disposition of untold surplus quantities of consumer goods accumulated by the Services; what disposition is to be made of government emergency war facilities; new

regulations and aspects of labor and social security; new phases of taxation and foreign policies? Experience in the past as to what help and enlightenment might be expected from this source will have to serve as a guide for tempering such problems. Political horizons play their inevitable part, and unforeseen national and international developments come into the picture.

Another approach to the postwar planning of budgeting, is to consider it in two phases, immediate and ultimate. For the immediate aspect, it can probably be contemplated that there will be a period during which the accumulated demand for unavailable products will be supplied, perhaps over-produced. While there will be a great demand for many products, new competition will be encountered, both as to new producers, new or substitute materials and products, and new methods of production.

In critical periods in the past, some of the failures in budgeting the projects have been clearly attributable to the composition of the budgeting personnel by failure to give due rank or recognition to the accounting or fiscal departments. Sales and production are not the only vital departments in an organization. It is to be hoped that the grievous errors in the past in this respect will not be repeated. The general accounting and the cost accounting departments and heads have grown in stature and just as their importance is now being recognized in many phases of management, they should not be overlooked when the problems of forward planning are under consideration. These departments should be able to help materially in any discussion pertaining to inventory matters, working capital requirements, etc.



PERSONNEL

By JOHN P. AHERN

Executive Assistant

BECAUSE a host of plans for the reemployment of veterans are bombarding the country, civic-minded groups with this interest are becoming confused as to the proper steps to take. The citizens of Birmingham, Alabama, through the Birmingham Chamber of Commerce, have drawn up a plan that is now in operation with highly successful and popular results.

The Birmingham Plan attempts to assure for a returning veteran an interview with the head of a firm with which he seeks employment. It is *not* proposed to set up an employment agency but to organize a committee of sixty top executives who will counsel returning veterans and attempt to secure for them an audience with a top-ranking official in an enterprise of the serviceman's own choosing.

In order to publicize the plan, the Birmingham group has sent letters to hospitals in which servicemen from the county are recuperating. The letter states the plan clearly and asks the commanding officer to extend the invitation of the Chamber of Commerce to the wounded servicemen who are hospitalized. In addition, letters are written to public relations departments of the armed forces, apprising them of the plan and requesting them to extend the invitation to those servicemen who have been residents of the locality. Letters are also sent to families of servicemen and to the servicemen themselves. The plan asks for the active cooperation of the American Legion, the Red Cross, the USO, the USES, and the War Manpower Commission. It is felt that experience gained in interviewing the small number of men returning now will serve well when total demobilization is reached.

★ ★ ★

THE PERSONNEL TRAINING COMMITTEE of the Connecticut Re-

employment Commission, Carl A. Gray, Chairman, has submitted an outline of a course in personnel training on reemployment and occupational adjustment. The course will be offered to members of public and private agencies with a definite stake in veterans' reemployment and also to qualified members of industrial and commercial personnel departments.

The committee is of the opinion that an experimental or pilot course should be established in one of the larger industrial localities in the state, preferably in a fairly central position. Waterbury has been suggested, partly because it is favorably situated and partly because steps have been taken there in this direction by local civic and industrial authorities.

Responsibilities for conducting the course will be undertaken by the State Department of Education and the University of Connecticut. The Personnel Training Committee of the Reemployment Commission will undertake the supervision of the course.

★ ★ ★

A FIVE-POINT SCHEDULE for the determination of absenteeism has been worked out by the War Manpower Commission according to a recent statement of Mr. William J. Fitzgerald, State Manpower Director. It is expected that the schedule will furnish a standard method of reporting absenteeism figures on Form ES-270, which is submitted periodically to the U. S. Employment Service. Following are the suggestions:

1. All companies will consider as scheduled to work and absent all workers who fail to report for work for periods less than a full work-week, unless such workers have been terminated or granted leaves of absence. Absences longer than a full work-week will not be considered as scheduled.



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2. Reports on absenteeism will exclude part-time workers.
3. Reported absenteeism will be based only on hourly rated employees. Office and supervisory personnel will be excluded.
4. Weekly reports on absenteeism will include total absenteeism, and absenteeism for males and for females separately reported.
5. Reports on absenteeism on the ES-270's will be reported with a shift breakdown as well as a sex breakdown.

★ ★ ★

HERMAN W. STEINKRAUS, President of the Bridgeport Brass Company and a Director of M.A.C., has been appointed chairman of the Planning Council of the Bridgeport Chamber of Commerce. Some concrete results of the work of the Council have been the six weekly industrial clinics concerned with the problems of conversion.

On February 9, the writer was

privileged to attend the clinic entitled "Personnel Problems in Post-War Planning", held at the Stratfield Hotel, Bridgeport. Six personnel executives made up the panel, and for a period of three hours attempted to analyze the future as it pertained to employment practices.

R. R. Adams, Industrial Relations Supervisor at the Remington Arms Company, handled the problem of termination procedure and declared that universally the "golden rule" of conduct should be applied. He declared that in handling the matter of employment termination, a company must pay particular attention to the public relations aspect of the problem. In outlining some of the termination procedure, he said various companies advocated a week's advance notice of lay-off, interviews with foreman to explain the reasons for dismissal, close attention to details of deductions for group insurance, union dues, war bonds, refunds for locker keys, and a long list of other personnel department duties. An employee's opinion of

the company will be predicated upon the proper handling of all details, which on the surface appear minor, but add up to form his last picture of the company.

Mr. Frederick Somers, Personnel Director of the Bullard Company, analyzed the National Selective Service Act of 1940. Using the Act as a basis, he outlined the responsibility of industry to former employees now in the armed services.

A question and answer period followed, during which discussion was concerned with retraining, future wage levels, and future problems of personnel departments.

The makeup of the panel was as follows: Chairman, G. Gordon Mitchell, Assistant Manager, Personnel Relations Division, Remington Arms Company; Edward E. Armstrong, Director of Industrial Relations, Bridgeport Brass Company; C. R. De Reamer, Personnel Section, General Electric Company; R. R. Adams, Industrial Relations Supervisor, Remington Arms Company; Frederick H. Somers, Personnel Director, Bullard Company; and G. V. Anderson, Personnel Supervisor, Chance-Vought Aircraft Division, United Aircraft Corporation.

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THE OUTLOOK FOR METALS

(Continued from page 14)

the trade for some time and have given an excellent account of themselves. Newer developments in this field involve the formation of constructional components of iron or non-ferrous powders, and thus compete with die casting or machining of wrought or cast metal.

This process offers an opportunity of procuring a precisely formed product. Physical properties of powdered iron test pieces have been reported as follows:

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A more recent advance in this field has been the production of porous metal which is made up in suitable forms to serve as a filter for the removal of foreign particles from oil and other liquids as well as a medium for the diffusion of gases. The porosity may be varied to fit the individual requirement.

BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the previous month.

IN January the index of general business activity in Connecticut rose to an estimated 100.3% above normal with all components except cotton mill activity showing slight increases. This is 12.2 percentage points below the figure for January 1943. The current index remains close to the 100.2% average of the past six months, continuing to reflect the leveling off of war production activity within the state. The United States index also advanced slightly in January, moving to an estimated 42.0% above normal. Increased steel production was largely responsible for the rise in the national index of industrial activity.

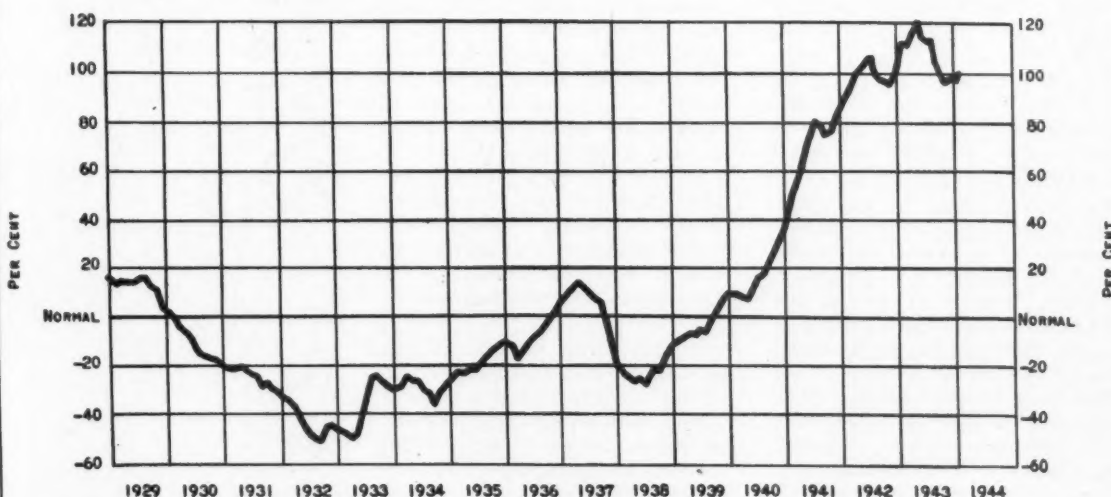
The index of manufacturing employment in Connecticut, after adjustment for seasonal variation, rose to an estimated 88.2% above normal in January. This is the highest employment index since September but 12.8% below the high point of 101.0% above normal

recorded in July of last year. Actual figures received from Hartford County show that the number of persons employed in seventy Hartford and New Britain plants was slightly below the number employed in December. This decrease was offset by increased employment in twelve plants in the Bristol District. The demand for additional workers in the ball bearing industry of central Connecticut continues. The New London area is another section of the state where a labor shortage exists. Because New London is faced with the possibility of being designated as a No. 1 area of critical labor shortage, steps have been undertaken to make such classification unnecessary. To this end a committee representing industry was appointed to organize a voluntary program for making the best possible use of labor for war production. In Bridgeport and New Haven indications are that further curtailment in the manu-

facture of small arms ammunition will, in the near future, release a number of persons for other war work. The State Department of Labor reports that it received 23,140 Accession Reports and 30,005 Unemployment Notices, a net loss of 6,865 for all types of employment during four weeks of January as against a net loss of 226 for the same period of last year. Although Connecticut experienced a year of high employment in 1943, it appears now that requirements of the military services and the loss of out-of-state workers who return to their home localities will be greater than can be offset by any new labor supply.

In January the index of manhours worked in Connecticut factories rose slightly to an estimated 146.0% above normal. The manhour index has remained at approximately this present level since September after having declined sharply from the July peak of 169.3%. One year ago the index was 161.7% above normal, 15.7 percentage points over the present standing. Latest available figures on average earnings and hours worked revealed that in November male employees in Connecticut received \$60.11 for a 50.2 hour week. Hartford County male employees received the highest wages, \$63.53 for a 50.1 hour week, while New Haven employees were earning \$54.13 for working 49.4 hours. Corresponding figures for the United States were \$53.22 for a 46.7 hour week. Female employees in Connecticut received \$38.65 for 44.4 hours compared to

GENERAL BUSINESS ACTIVITY IN CONNECTICUT COMPARED WITH NORMAL



national earnings of \$30.12 for a 41.4 hour week. Average hourly earnings for male employees adjusted to a 40 hour base were \$1.087 in Connecticut and \$1.062 in the United States. Corresponding female earnings were \$.829 and \$.715 respectively. A comparison of November figures with the two previous months showed that in November Connecticut male employees were working fewer hours at a higher hourly rate and receiving approximately the same weekly wage. In the same comparison, female employees were working more hours at higher hourly rates and earning larger weekly wages.

The index of freight shipments originating in eight Connecticut cities rose to 62.7% above normal in January. The increase this month which sent the index to its highest point since May of last year, is due principally to the fact that the seasonal decline normally experienced in January failed to

materialize. Actual shipments were slightly under December tonnage in several cities in the state, while Danbury and New London shipped more freight in January than in the previous month. In meeting equipment replacement needs, the New Haven Railroad has announced the intention to purchase 2,000 all steel box cars with delivery anticipated in the next year.

The Bureau of Labor Statistics index of commodity prices rose only 0.1% during the month of January. Standing at 103.1% of the 1926 average compared to 101.8% a year ago, the all-commodity index has fluctuated within a very narrow range during the past year.

In January the index of construction work in progress in Connecticut was estimated at 52.6% below normal. The only new construction project of importance announced during January was for a group of factory buildings in the Waterbury copper and brass indus-

try, estimated to cost \$400,000. Building permits issued in Connecticut during 1943 as tabulated by the Hartford Courant reveal that in twenty-three communities the value of permits dropped 42%, from \$35,300,000 in 1942 to \$20,600,000 in 1943. The two leading war centers, Bridgeport and Hartford, continued to account for a large portion of construction in the state. The continued decline in building construction through 1943 reflects the general unavailability of building materials for private use due to heavy military demands. Until the war in Europe passes its climax, private construction is expected to continue low because of uncertainty existing in the building materials field. Where new construction, however, appears necessary or desirable, detail plans are now being formulated to the end that construction may begin without undue delay in the event of a sudden easing up of the materials situation.

QUERIES

(Continued from page 36)

"2. The Order prohibits payment of premium compensation for work on Saturday, Sunday, or any particular day, as such; that is, for work on that day without reference to the number of hours or days previously worked in the workweek. It provides, however: 'Where required by the provisions of law or employment contracts, not more than time and one-half wage compensation shall be paid for work in excess of eight hours in any day or forty hours in any workweek or for work performed on the sixth day worked in any regularly scheduled workweek.'

"3. It is emphasized at the outset that this provision of the Order should not be construed to require payment of premium pay on the sixth day worked in a workweek. Further, there is no Federal law which requires payment of premium pay on this basis. The Order, therefore, simply permits payment of not more than time and one-half compensation for the sixth day worked in a workweek where it is required by custom or by an employment contract.

"4. Note, also, that the Order

does not permit premium pay on the sixth day of a workweek merely because it is the sixth day in the established workweek. It permits premium pay on the sixth day worked in a workweek. The six days worked need not be worked consecutively to come within the Order's provisions, although, of course, they may be worked consecutively. All six days worked must fall within one regularly scheduled workweek. For purposes of the Order a workweek consists of 7 successive days beginning at the same hour on the same calendar day each week. A workweek should begin at the same hour each week regardless of the time when a particular employee first begins to work in that week. That is, the beginning of the workweek does not vary with the time a particular employee reports to work. A workweek must contain exactly seven workdays. A workday is a 24-hour period, and the first such 24-hour period must begin at the beginning hour of the workweek.

"5. The Order permits payment of not more than time and one-half on the sixth day worked in a workweek, where required by agreement or custom, without regard to the number of hours previously worked in the workweek. The Order refers in this regard to days worked, not to

hours worked. (Time and one-half compensation for work in excess of 40 hours per week is, of course, permitted by the Order, where required by law or contract; however, the provision of the Order relating to the sixth day worked has no relation to the number of hours worked in the work week.)"



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EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

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American Tube Bending Co Inc	New Haven	American Tube Bending Co Inc	New Haven	Colt's Patent Fire Arms Mfg Co	Hartford
Airplanes		Bicycle Coaster Brakes		Scovill Manufacturing Co (uniform and tuck fastened)	Waterbury
Chance-Vought Aircraft Div United Aircraft Corp	Stratford	New Departure Div General Motors Corp	Bristol	Waterbury Companies Inc	Waterbury
Aluminum Castings		Bicycle Sundries		Cabinets	
Newton-New Haven Co 688 Third Avenue	West Haven	New Departure Div General Motors Corp	Bristol	The Charles Parker Co (medicine)	Meriden
Aluminum Forgings		Blinders Board		Cable	
Scovill Manufacturing Co (small)	Waterbury	Colonial Board Company	Manchester	The Wiremold Co (electric, non-metallic sheathed)	Hartford
Aluminum Goods		Biological Products		Cams	
Scovill Manufacturing Co (To Order)	Waterbury	Ernst Bischoff Company Inc	Ivoryton	The Hartford Special Machinery Co	Hartford
Waterbury Companies Inc	Waterbury	Blades		Canvas Products	
Aluminum—Sheets & Coils		Capewell Manufacturing Company, Metal Saw Division, (hack saw and band saw)	Hartford	F B Skiff Inc	Hartford
United Smelting & Aluminum Co Inc	New Haven	Blocks		Carpets and Rugs	
Ammunition		Howard Company (cupola fire clay)	New Haven	Bigelow-Sanford Carpet Co	Thompsonville
Remington Arms Co Inc	Bridgeport	Blower Fans		Carpet Lining	
Artificial Leather		The Spencer Turbine Co	Hartford	Palmer Brothers Co	New London
The Permatex Fabrics Corp	Jewett City	Colonial Blower Company	Hartford	Casters—Industrial	
Zapon Div, Atlas Powder Co	Stamford	Blower Systems		George P Clark Co	Windsor Locks
Asbestos		Colonial Blower Company	Hartford	Castings	
Rockbestos Products Corp (insulated wire, cable and cords)	New Haven	Bolters		The Charles Parker Co (gray iron)	Meriden
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, clutch facings, sheet packing and wick)	Bridgeport	The Bigelow Co	New Haven	The Bradley & Hubbard Mfg Co (gray iron, brass, bronze, aluminum)	Meriden
Assemblies, Small		Petroleum Heat & Power Co (domestic only)	Stamford	The Gillette-Vibber Co (gray iron, brass, bronze, aluminum, also Bronze Bushing Stock)	New London
The Greist Manufacturing Co	New Haven	Bolts and Nuts		The Sessions Foundry Co (gray iron)	Bristol
The Wallace Barnes Co Div, Associated Spring Corp	Bristol	Clark Brothers Bolt Co	Milldale	John M Russell Mfg Inc (brass, bronze and aluminum)	Naugatuck
Auto Cable Housing		The O K Tool Co Inc (T-Slot)	33 Hull St Shelton	Malleable Iron Fittings Co (malleable iron and steel)	Branford
The Wiremold Company	Hartford	Box Board		McLagon Foundry Co (gray iron)	New Haven
Automatic Control Instruments		The Lyndall & Foulds Paper Co	Manchester	Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven
The Bristol Co (temperature, pressure, flow, humidity, time)	Waterbury	National Folding Box Co	New Haven	Philbrick-Booth & Spencer Inc (gray iron)	Hartford
Automobile Accessories		New Haven Pulp & Board Co	New Haven	Scovill Manufacturing Co (brass and bronze)	Waterbury
The Rostand Mfg Co (windshields, seats, and body hardware)	Millford	Robertson Paper Box Co	Montville	Union Mfg Co (gray iron)	New Britain
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, rivets brass, clutch facings, packing)	Bridgeport	Boxes—Paper—Folding		Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown
Automotive Friction Fabrics		Atlantic Carton Corp	Norwich	Castings—Permanent Mould	
The Russell Mfg Co	Middletown	S Curtis & Son Inc	Sandy Hook	The Bradley & Hubbard Mfg Co (zinc and aluminum)	Meriden
Automotive & Service Station Equipment		M S Dowd Carton Co	Hartford	Centrifugal Blower Wheels	
Scovill Manufacturing Co (Canned Oil Dispensers)	Waterbury	National Folding Box Co (paper folding)	New Haven	The Torrington Manufacturing Co	Torrington
The Raybestos Div of Raybestos-Manhattan Inc (brake service machinery)	Bridgeport	The Warner Brothers Company	Bridgeport	Chain	
Bakelite Moldings		The New Haven Pulp & Board Co	New Haven	John M. Russell Mfg Co Inc	Naugatuck
Waterbury Companies Inc	Waterbury	Robertson Paper Box Co	Montville	Chain—Welded and Weldless	
Balls		Brake Linings		Bridgeport Chain & Mfg Co	Bridgeport
The Abbott Ball Co (steel bearing and burnishing)	Hartford	Colt's Patent Fire Arms Mfg Co	Hartford	Chains—Bead	
The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless, aluminum)	Hartford	The Raybestos Div of Raybestos-Manhattan Inc (automotive and industrial)	Bridgeport	The Bead Chain Mfg Co	Bridgeport
Barrels		The Russell Mfg Co	Middletown	Chemicals	
The Abbott Ball Co (burnishing and tumbling)	Hartford	Brass and Bronze		Apothecaries Hall Co	Waterbury
The Hartford Steel Ball Co (tumbling)	Hartford	The American Brass Co (sheet, wire rods, tubes)	Waterbury	MacDermid Incorporated	Waterbury
Bath Tubs		The Bristol Brass Corp (sheet, wire, rods)	Bristol	American Cyanamid & Chemical Corp	Waterbury
Bearings		The Miller Company (phosphor bronze and brass in sheets, strips, rolls)	Meriden	Chromium Plating	
Bells		The Thinsheet Metals Co (sheets and rolls)	Waterbury	Chromium Corp of America	Waterbury
Beltting		Brass Goods		The Chromium Process Company	Derby
Benches		Sargent and Company	New Haven	Chucks & Face Plate Jaws	
Bent Tubing		Scovill Manufacturing Co (To Order)	Waterbury	Union Mfg Co	New Britain
Bicycle Coaster Brakes		Brass Mill Products		Clamps—Wood Workers	
Bicycle Sundries		Bridgeport Brass Co	Bridgeport	Sargent and Company	New Haven
Blinders Board		Scovill Manufacturing Co	Waterbury	Clay	
Biological Products		Brass Stencils—Interchangeable		Howard Company (Fire Howard "B" and High Temperature Dry)	New Haven
Blades		The Fletcher Terry Co Box 415, Forestville			
Blower Fans		Brick—Building			
Blower Systems		The Donnelly Brick Co	New Britain		
Bolters					

IT'S MADE IN CONNECTICUT

Cleansing Compounds MacDermid Incorporated Waterbury	Electric Appliances The Silcox Co 80 Pliny St Hartford	Flashlight Cases Scovill Manufacturing Co (metal) Waterbury
Clutch Facings The Russell Mfg Co Middletown	Electric Cables Rockbestos Products Corp (asbestos insulated) New Haven	Fluorescent Lighting Equipment The Wiremold Company Hartford
Clutch-Friction The Carlyle Johnson Mach Co (Johnson Expanding Ring; Multiple Disc Maxitorq) Manchester	Electrical Conduit Fittings & Grounding Specialties The Gillette-Vibber Company New London	Forgings Clark Brothers Bolt Co Milldale
Comfortables The Raybestos Div of Raybestos-Manhattan Inc (clutch facings—molded, woven, fabric, metallic) Bridgeport	Electric Cords Rockbestos Products Corp (asbestos insulated) New Haven	Heppenstall Co (all kinds and shapes) Bridgeport
Cones Palmer Brothers Co New London	Electric Eye Control United Cinephone Corporation Torrington	Scovill Manufacturing Co (non-ferrous) Waterbury
Consulting Engineers Sonoco Products Co (Climax-Lowell Div) (Paper) Mystic	Electric-Commutators & Segments The Cameron Elec Mfg Co (rewinding motors) Ansonia	Foundries Union Mfg Co (gray iron) New Britain
Contract Machining Malleable Iron Fittings Company Branford	Electric Fixture Wire Rockbestos Products Corp (asbestos insulated) New Haven	Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown
Contract Manufacturers The Greist Mfg Co (metal parts and assemblies) 503 Blake St New Haven	Electric Heating Element & Units Rockbestos Products Corp (asbestos insulated) New Haven	The Sessions Foundry Co (iron) Bristol
Copper The American Brass Co (sheet, wire, rods, tubes) Waterbury	Electric Insulation The Rogers Paper Mfg Co Manchester	Foundry Riddles The John P Smith Co 423-33 Chapel St New Haven
Copper Sheets The Bristol Brass Corp (sheet) Bristol	Electric Panel Boards The Plainville Electrical Products Co Plainville	Rolock Inc (brass, galvanized, steel) Southport
Copper Shingles The New Haven Copper Co Seymour	Electric Wire Rockbestos Products Corp (asbestos insulated) New Haven	Furnace Linings The Mullite Refractories Co Shelton
Copper Water Tube Bridgeport Brass Co Bridgeport	Electrical Control Apparatus The Trumbull Electric Mfg Co Plainville	Furniture Pads The Gilman Brothers Company Gilman
Cork Cots Sonoco Products Co (Climax-Lowell Div) Mystic	Colt's Patent Fire Arms Mfg Co Hartford	Fuses Colt's Patent Fire Arms Mfg Co Hartford
Corrugated Box Manufacturers The Danbury Square Box Co Danbury	Electrical Recorders The Bristol Co Waterbury	Galvanizing & Electric Plating The Gillette-Vibber Co New London
Corrugated Shipping Cases D L & D Container Corp 87 Shelton Ave New Haven	A C Gilbert Co New Haven	Galvanizing Malleable Iron Fittings Co Branford
Cosmetics Northam Warren Corporation Stamford	Colt's Patent Fire Arms Mfg Co Hartford	Wilcox Crittenden & Co Inc Middletown
Cotton Batting & Jute Batting Palmer Brothers New London	Electrical Switches Colt's Patent Fire Arms Mfg Co Hartford	Gaskets The Raybestos Div of Raybestos-Manhattan Inc Bridgeport
Cotton Yarn The Floyd Cranska Co Moosup	Electronics The Gray Manufacturing Company Hartford	Gauges The Bristol Co (pressure and vacuum—recording automatic control) Waterbury
Counting Devices Veeder-Root Inc Hartford	Electrotypes W T Barnum & Co Inc (all classes) New Haven	Gears—Reverse & Reduction for Motor Boats The Snow-Nabstedt Gear Corp New Haven
Cut Stone The Dextone Co New Haven	Elevators The Eastern Machinery Co (passenger and freight) New Haven	Gears and Gear Cutting The Hartford Special Machinery Co Hartford
Cutters The Standard Machinery Co (rotary board, single and duplex) Mystic	Embalming Chemicals The Embalmers' Supply Co Westport	The Gray Mfg Co (Zerol Bevel) Hartford
Delayed Action Mechanisms M H Rhodes Inc Hartford	Engines Wolverine Motor Works Inc (diesel stationary marine) Bridgeport	General Plating The Chromium Process Co (copper, nickel, chromium and cadmium plating) Derby
Dictating Machines Dictaphone Corporation Bridgeport	Envelopes Plimpton Mfg Co Div U S Envelope Co Hartford	Glass Coffee Makers The Silcox Co 80 Pliny St Hartford
Die Castings Newton-New Haven Co Inc 688 Third Ave West Haven	Extractors—Tap The Walton Co 94 Allyn St Hartford	Glass Cutters The Fletcher Terry Co Box 415 Forestville
Die Castings (Aluminum & Zinc) Corbin Cabinet Lock Div American Hardware Corp New Britain	Eyelets The Platt Bros & Co P O Box 1030 Waterbury	Golf Equipment The Horton Mfg Co (clubs, shafts, balls, bags) Bristol
Dies The Hoggson & Pettis Mfg Co 141 Brewery St New Haven	Fasteners—Slide & Snap The G E Prentice Mfg Co New Britain	Graphite Crucible & Products American Crucible Co Shelton
Die-Heads—Self-Opening The Eastern Machine Screw Corp Truman & Barclay Sts New Haven	FELT—All Purposes American Felt Co (Mills & Cutting Plant) Glenville	Greeting Cards A D Steinbach & Sons Inc New Haven
Dish Washing Machines Colt's Patent Fire Arms Mfg Co Hartford	Ferrules Waterbury Companies Inc Waterbury	Grinding The Centerless Grinding Co Inc (Precision custom grinding; centerless, cylindrical, surface, internal and special) Bridgeport
Dowel Pins The Allen Manufacturing Co Hartford	Fibre Board The C H Norton Co North Westchester	Hardware Sargent and Co New Haven
Draperies Palmer Brothers Co New London	Finger Nail Clippers The H C Cook Co 32 Beaver St Ansonia	Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown
Drop Forgings Wilcox Crittenden & Co Inc Middletown	Firearms Colt's Patent Fire Arms Mfg Co Hartford	Hardware—Trailer Cabinet The Excelsior Hardware Co Stamford
Druggists' Rubber Sundries The Seamless Rubber Company New Haven	Fire Hose Fabrics Fire Hose Co (municipal and industrial) Sandy Hook	Hardware, Trunk & Luggage Corbin Cabinet Lock Div American Hardware Corp New Britain
Edged Tools The Collins Co (axes and other edged tools) Collinsville	Fireplace Goods The John P Smith Co (screens) 423-33 Chapel St New Haven	Hat Machinery J H Sessions & Son Bristol
Elastic Webbing The Russell Mfg Co Middletown	Fireproof Floor Joists The Dextone Co New Haven	Headers The E J Manville Machine Co Waterbury
	Fishing Tackle The Horton Mfg Co (reels, rods, lines) Bristol	Heat Treating The A F Holden Co 200 Winchester St New Haven
	The Bevin-Wilcox Line Co (lines) East Hampton	The Bennett Metal Treating Co Elmwood
	The H C Cook Co 32 Beaver St Ansonia	The Stanley P Rockwell Co Inc Hartford
		296 Homestead Ave Shelton
		The Driscoll Wire Company
		Heat-Treating Equipment Oakville
		The Autoyre Company
		The A F Holden Co 200 Winchester St New Haven
		The Stanley P Rockwell Co Inc (commercial) Hartford
		296 Homestead Ave Bridgeport
		The Wallace Barnes Co Div Associated Spring Corp Bristol
		Heating Apparatus
		The Miller Company (domestic oil burners and heating devices) Meriden
		Crane Company Bridgeport
		Highway Guard Rail Hardware
		Malleable Iron Fittings Co Branford
		Hinges
		Sargent and Company New Haven
		Homer D. Bronson Company Beacon Falls (Adv.)

IT'S MADE IN CONNECTICUT

Holsts and Trolleys
Union Mfg Company New Britain

Hollow Screws
The Allen Manufacturing Co Hartford

Hose Supporter Trimmings
The Hawie Mfg Co (So-Lo Grip Tabs) Bridgeport

Hot Water Heaters
Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford

Industrial Finishes
Zapon Div Atlas Powder Co Stamford

Industrial and Masking Tapes
The Seamless Rubber Company New Haven

Insecticides
American Cyanamid & Chemical Corp Waterbury

Insulated Wire Cords & Cable
The Kerite Insulated Wire & Cable Co Inc Seymour

Insulation
The Whitney Blake Co (Graybar Elec Co Exclusive Distributors) Hamden

Insulating Refractories
The Gilman Brothers Co Gilman

Insulating Refractories
The Mullite Refractories Co Shelton

Japanning
J H Sessions & Son Bristol

Jointing
The Raybestos Div of Raybestos-Manhattan Inc (compressed sheet) Bridgeport

Key Blanks
Corbin Cabinet Lock Div American Hardware Corp New Britain

Lacquers & Synthetic Enamels
Sargent and Company New Haven

Labels
The Graham Mfg Co Derby

Lacquers & Synthetic Enamels
J & J Cash Inc (Woven) South Norwalk

Ladders
Zapon Div Atlas Powder Co Stamford

Lamps
A W Flint Co 196 Chapel St New Haven

Lamps
The Rostand Mfg Company (brass, colonial style & brass candlesticks) Milford

Leather
Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury

Leather Goods Trimmings
The G E Prentice Mfg Co New Britain

Letterheads
Lehman Brothers Inc (designers, engravers, lithographers) New Haven

Lighting Equipment
The Miller Co (Miller, Duplexalite, Ivanhoe) Meriden

Locks
Waterbury Companies Inc Waterbury

Locks-Cabinet
Sargent and Company New Haven

Locks-Suit-Case and Trimmings
Corbin Cabinet Lock Div American Hardware Corp New Britain

Locks-Trunk
The Excelsior Hardware Co Stamford

Locks-Zipper
Corbin Cabinet Lock Div American Hardware Corp New Britain

Loom-Non-Metallic
The Excelsior Hardware Co Stamford

Machine Work
The Wiremold Company Hartford

Machinery
The Hartford Special Machinery Co (contract work only) Hartford

Machinery
The Torrington Manufacturing Co (special rolling mill machinery) Torrington

Machinery
The Hallden Machine Company (mill) Thomaston

Machinery
The Torrington Manufacturing Co (mill) Torrington

Machinery
The Standard Machinery Co (bookbinders) Mystic

Machinery Dealers & Rebuilders
Botwinik Brothers New Haven

Machinery
Machinery Dealers Inc New Haven

Machinery
J L Lucas and Son Fairfield

Machines
Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport

Machines-Automatic
The Patent Button Company Waterbury

Machines-Forming
The A H Nilson Mach Co (Special) Bridgeport

Machines-Forming
The A H Nilson Mach Co (four-slide wire and ribbon stock) Bridgeport

Mail Boxes, Apartment & Residential
Corbin Cabinet Lock Div American Hardware Corp New Britain

Marine Equipment
The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware) Milford

Marking Devices
Wilcox Crittenden & Co Inc Middletown

Marking Devices
The Hoggson & Pettis Mfg Co New Haven

Matrices
W T Barnum & Co Inc New Haven

Mattresses
Palmer Brothers Co New London

Mechanical Assemblies-Small
Waterbury Mattress Co Waterbury

Metal Cleaners
M H Rhodes Inc Hartford

Metal Cleaning Machines
Apothecaries Hall Co Waterbury

Metal Goods
Colt's Patent Fire Arms Mfg Co Hartford

Metal Novelties
Bridgeport Brass Co (to order) Bridgeport

Metal Products-Stampings
The H C Cook Co 32 Beaver St Ansonia

Metal Specialties
Waterbury Companies Inc Waterbury

Metal Stampings
J H Sessions & Son Bristol

Metal Stampings
The Excelsior Hardware Co Stamford

Metal Stampings
The G E Prentice Mfg Co New Britain

Metal Stampings
The Autoyre Co (small) Oakdale

Metal Stampings
The Patent Button Co Waterbury

Metal Stampings
The Excelsior Hardware Co Stamford

Metal Stampings
J H Sessions & Son Bristol

Metal Stampings
The H C Cook Co 32 Beaver St Ansonia

Metal Stampings
The Greist Mfg Co 503 Blake St New Haven

Metal Stampings
Waterbury Companies Inc Waterbury

Metal Stampings
Bridgeport Chain & Mfg Co Bridgeport

Microfilming
Microstat Corp of New England Inc Norwalk

Milk Bottle Carriers
The John P Smith Co 323-33 Chapel St New Haven

Millboard
The Raybestos Div of Raybestos-Manhattan Inc (asbestos) Bridgeport

Mill Supplies
Wilcox Crittenden & Co Inc Middletown

Moulded Plastic Products
The Patent Button Co Waterbury

Moulds
Colt's Patent Fire Arms Mfg Co Hartford

Moulds
The Watertown Mfg Co 117 Echo Lake Road Watertown

Moulds
The Hoggson & Pettis Mfg Co (steel) 141 Brewery St New Haven

Moulds
The Sessions Foundry Co (heat resisting for non ferrous metals) Bristol

Nickel Anodes
Apothecaries Hall Co Waterbury

Nickel Anodes
The Seymour Mfg Co Seymour

Nickel Silver
The Seymour Mfg Co Seymour

Nuts Bolts and Washers
Clark Brothers Bolt Co Milldale

Office Equipment
Underwood Elliott Fisher Co Hartford

Oil Burners
The Silent Glow Oil Burner Corp Hartford

Oil Burners
1477 Park St Hartford

Oil Burners
Petroleum Heat & Power Co (domestic commercial and industrial) Stamford

Oil Burners
The Miller Company (domestic) Meriden

Oil Burners
The Raybestos Div of Raybestos-Manhattan Inc Bridgeport

Packing
The Raybestos Div of Raybestos-Manhattan Inc (rubber sheet and automotive) Bridgeport

Padlocks
Corbin Cabinet Lock Div American Hardware Corp New Britain

Paints and Enamels
The Tredennick Paint Mfg Co Meriden

Paperboard
The Tredennick Paint Mfg Co Meriden

Paper Boxes
Connecticut Corrugated Box Div Robert Gair Co Inc Portland

Paper Boxes
The New Haven Pulp & Board Co New Haven

Paper Boxes
National Folding Box Co (folding) New Haven

Paper Boxes
The New Haven Pulp & Board Co New Haven

Paper Boxes
Robertson Paper Box Co (folding) Montville

Paper Boxes
The Strouse, Adler Co New Haven

Paper Boxes
Atlantic Carton Corp (folding) Norwich

Paper Boxes
The Warner Brothers Company Bridgeport

Paper Clips
The H C Cook Co (steel) 32 Beaver St Ansonia

Paper Tubes and Cores
Sonoco Products Co (Climax-Lowell Div) Mystic

Parallel Tubes
Sonoco Products Co (Climax-Lowell Div) Mystic

Pharmaceutical Specialties
Ernst Bischoff Company Inc Ivoryton

Phosphor Bronze
The Seymour Mfg Co Seymour

Phosphor Bronze
The Bristol Brass Corp (sheet) Bristol

Phosphor Bronze
The Miller Company (sheets, strips, rolls) Meriden

Pipe
The American Brass Co (brass and copper) Waterbury

Pipe
Howard Co (cement well and chimney) New Haven

Pipe
Crane Company (fabricated) Bridgeport

Pipe
Bridgeport Brass Co (brass & copper) Bridgeport

Pipe
Scovill Manufacturing Co (copper, red brass and yellow brass) Waterbury

Pipe Fittings
Malleable Iron Fittings Co Branford

Plastics-Extruded
Extruded Plastics Inc Norwalk

Platers
The Patent Button Co Waterbury

Platers-Chrome
The Plainville Electro Plating Co Plainville

Platers-Chrome
The Hartford Chrome Corporation Hartford

Platers' Equipment
MacDermid Incorporated Waterbury

Plumbers' Brass Goods
Bridgeport Brass Co Bridgeport

Plumbing Specialties
Scovill Manufacturing Co Waterbury

Pole Line
John M Russell Mfg Co Inc Naugatuck

Polishing Wheels
Malleable Iron Fittings Co Branford

Polishing Wheels
The Williamsville Buff Mfg Co Danielson

Presses
The Standard Machinery Co (plastic molding, embossing, and die cutting) Mystic

Propellers-Aircraft
Hamilton Standard Propellers Div United Aircraft Corp East Hartford

Propeller Fan Blades
The Torrington Manufacturing Co Torrington

Punches
The Hoggson & Pettis Mfg Co (ticket & cloth) 141 Brewery St New Haven

Putty Softeners-Electrical
The Fletcher Terry Co Box 415 Forestville

Pyrometers
The Bristol Co (recording and controlling) Waterbury

Radiation-Finned Copper
The G. & O Manufacturing Company New Haven

Railroad Equipment
The Rostand Mfg Co (baggage racks and mirrors for passenger cars) Milford

Rayon Yarns
The Hartford Rayon Corp Rocky Hill

Reamers
The O K Tool Co Inc (inserted tooth) Shelton

Recorders
The Bristol Co (automatic controllers, temperature, pressure, flow, humidity) Waterbury

Refractories
Howard Company New Haven

Regulators
Norwalk Valve Company (for gas and air) South Norwalk

Resistance Wire
The C O Jelliff Mfg Co (Nickel chromium, kanthal) Southport

Retainers
The Hartford Steel Ball Co (bicycle & automotive) Hartford

Reverse Gear-Marine
The Carlyle Johnson Mach Co Manchester

Riveting Machines
The Grant Mfg & Machine Co Bridgeport

Rivets
The Raybestos Div of Raybestos-Manhattan Inc (brake service equipment) Bridgeport

Rivets
The Raybestos Div of Raybestos-Manhattan Inc (iron) Bridgeport

Rods
The Bristol Brass Corp (brass and bronze) Bristol

Rods
(Advt.)

IT'S MADE IN CONNECTICUT

Roof Coatings & Cements	
Tilo Roofing Co Inc	Stratford
Roofing—Built Up	
Tilo Roofing Co Inc	Stratford
Rubber Chemicals	
The Stamford Rubber Supply Co ("Factice")	Stratford
Rubberized Fabrics	
The Duro-Gloss Rubber Co	New Haven
Rubber Footwear	
The Goodyear Rubber Co	Middletown
United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U S Royal Footwear)	Naugatuck
Rubber Gloves	
The Seamless Rubber Company	New Haven
Rubbish Burners	
The John P Smith Co	Chapel St New Haven
Safety Fuses	
The Ensign-Bickford Co (mining & detonating)	Simsbury
Saw Blades	
The Capewell Mfg Co (Hack Saw, Band Saw)	Hartford
Saws, Band, Metal Cutting	
Atlantic Saw Mfg Co	New Haven
Scales—Industrial Dial	
The Kron Company	Bridgeport
Scissors	
The Acme Shear Company	Bridgeport
Screw Machine Products	
The Apex Tool Co Inc	Bridgeport
The Connecticut Manufacturing Company	Waterbury
Corbin Screw Div, American Hardware Corp	New Britain
The Blake & Johnson Co	Waterville
The Centerless Grinding Co Inc (Heat treated and ground type only)	Bridgeport
19 Staples Street	Bridgeport
The Eastern Machine Screw Corp	New Haven
Truman & Barclay St	New Haven
The Humason Mfg Co	Forestville
The Greist Mfg Co (Up to 1½" capacity)	New Haven
Scovill Manufacturing Co	Waterbury
Screws	
The Blake & Johnson Co (machine)	Waterville
Corbin Screw Div, American Hardware Corp	New Britain
Sargent and Company	New Haven
Clark Brothers Bolt Co	Milldale
The Charles Parker Co (wood)	Meriden
Scovill Manufacturing Co (cap and machine)	Waterbury
The Connecticut Mfg Co (machine)	Waterbury
Scythes	
Winsted Manufacturing Co	Winsted
Sewing Machines	
The Greist Mfg Co (Sewing machine attachments)	503 Blake St New Haven
The Merrow Machine Co (Industrial)	Hartford
Shaving Soaps	
The J B Williams Co	Glastonbury
Shears	
The Acme Shear Co (household)	Bridgeport
Sheet Metal Products	
The American Brass Co (brass and copper)	Waterbury
Sheet Metal Stampings	
The American Buckle Co	West Haven
The Patent Button Co	Waterbury
J H Sessions & Son	Bristol
Showcase Lighting Equipment	
The Wiremold Company	Hartford
Shower Stalls	
Dextone Company	New Haven
Signals	
The H C Cook Co (for card files)	32 Beaver St Ansonia
Silks	
Cheney Brothers	South Manchester
Sizing and Finishing Compounds	
American Cyanamid & Chemical Corp	Waterbury
Smoke Stacks	
The Big-low Company (steel)	New Haven
Soap	
The J B Williams Co (industrial soaps, toilet soaps, shaving soaps)	Glastonbury
Special Parts	
The Greist Mfg Co (small machined, especially precision stampings)	New Haven
Special Industrial Locking Devices	
Corbin Cabinet Lock Div American Hardware Corp	New Britain
Spinnings	
The Gray Manufacturing Company	Hartford
Sponge Rubber	
The Sponge Rubber Products Co	Derby
Spreads	
Palmer Brothers Company	New London
Spring Coiling Machines	
The Torrington Manufacturing Co	Torrington
Spring Units	
American Chain & Cable Co Inc	Bridgeport
Owen Silent Spring Co Inc (mattresses and upholstery furniture)	Bridgeport
Spring Washers	
The Wallace Barnes Co Div Associated Spring Corp	Spring Bristol
Springs—Coil & Flat	
The Humason Mfg Co	Forestville
The Wallace Barnes Co Div Associated Spring Corp	Spring Bristol
Springs—Flat	
The Wallace Barnes Co Div Associated Spring Corp	Spring Bristol
Springs—Furniture	
American Chain & Cable Co Inc	Bridgeport
Owen Silent Spring Co Inc	Bridgeport
Springs—Wire	
The Wallace Barnes Co Div Associated Spring Corp	Spring Bristol
J W Bernston Company (Coil and Torsion)	Plainville
Springs, Wire & Flat	
The Autoyre Company	Oakville
Stair Pads	
Palmer Brothers Company	New London
Stamps	
The Hoggson & Pettis Mfg Co (steel)	141 Brewery St New Haven
Stampings	
The Rogers Paper Mfg Co (Fibre, Cellulose, Paper)	Manchester
Stampings—Small	
The Greist Manufacturing Co	New Haven
The Wallace Barnes Co Div Associated Spring Corp	Spring Bristol
Staples	
Sargent and Company	New Haven
Steel Castings	
The Hartford Electric Steel Co (carbon and alloy steel)	540 Flatbush Ave Hartford
Malleable Iron Fittings Co	Branford
Nutmeg Crucible Steel Co	Branford
Steel—Cold Rolled Spring	
The Wallace Barnes Co Div Associated Spring Corp	Spring Bristol
Steel—Cold Rolled Stainless	
Wallingford Steel Company	Wallingford
Steel—Cold Rolled Strip and Sheets	
Wallingford Steel Company	Wallingford
Steel Goods	
Scovill Manufacturing Co (To Order)	Waterbury
Steel—Magnetic	
Cinaudagraph Corporation	Stamford
Stereotypes	
W T Barnum & Co Inc	New Haven
Stop Clocks, Electric	
The H C Thompson Clock Co	Bristol
Studio Couches	
Waterbury Mattress Co	Waterbury
Super Refractories	
The Mullite Refractories Co	Shelton
Surface Metal Raceways & Fittings	
The Wiremold Company	Hartford
Surgical Dressings	
The Seamless Rubber Company	New Haven
Surgical Rubber Goods	
The Seamless Rubber Company	New Haven
Switchboards	
Plainville Electrical Products Co	Plainville
Switchboards Wire and Cables	
Rockbestos Products Corp (asbestos insulated)	New Haven
Switches	
Colt's Patent Fire Arms Mfg Co	Hartford
Tanks	
The Bigelow Company (steel)	New Haven
Tape	
The Russell Mfg Co	Middletown
Tap Extractors	
The Walton Co	94 Allyn St Hartford
Taps, Collapsing	
The Geometric Tool Co	New Haven
Tarred Lines	
Brownell & Co Inc	Moodus
Telemetering Instruments	
The Bristol Co	Waterbury
Textile Machinery	
The Merrow Machine Co	2814 Laurel St Hartford
Textile Mill Supplies	
Ernst Bischoff Company Inc	Ivoryton
Textile Processors	
The Aspinook Corp (cotton)	Jewett City
Thermometers	
The Bristol Co (recording and automatic control)	Waterbury
Thin Gauge Metals	
The Thinsheet Metals Co (plain or tinned in rolls)	Waterbury
Thread	
Max Pollack & Co Inc	Groton
The American Thread Co	Williamantic
The Gardiner Hall Jr Co (cotton sewing)	South Willington
Wm Johl Manufacturing Co	Mystic
Threading Machines	
The Grant Mfg & Machine Co (double and automatic)	Bridgeport
Time Recorders	
Stromberg Time Corp	Thomaston
Timers, Interval	
The H C Thompson Clock Co	Bristol
Timing Devices and Time Switches	
M H Rhodes Inc	Hartford
Tinning	
Wilcox Crittenden & Co Inc	Middletown
The Thinsheet Metals Co (non-ferrous metals in rolls)	Waterbury
Tools	
The Hoggson & Pettis Mfg Co (rubber workers)	141 Brewery St New Haven
The O K Tool Co Inc (inserted tooth metal cutting)	33 Hull St Shelton
Tools, Dies & Fixtures	
Tht Greist Mfg Co	New Haven
Toys	
A C Gilbert Company	New Haven
The Gong Bell Co	East Hampton
The N N Hill Brass Co	East Hampton
Trucks—Industrial	
George P Clark Co	Windsor Locks
Trucks—Lift	
The Excelsior Hardware Co	Stamford
George P Clark Co	Windsor Locks
Trucks—Skid Platforms	
The Excelsior Hardware Co (lift)	Stamford
Tube Bending	
American Tube Bending Co Inc	New Haven
Tube Clips	
The H C Cook Co (for collapsible tubes)	32 Beaver St Ansonia
Tubing	
The American Brass Co (brass and copper)	Waterbury
Scovill Manufacturing Co (copper alloys)	Waterbury
Tubing—Condenser	
Scovill Manufacturing Co	Waterbury
Tubing (Extruded Plastic)	
Extruded Plastics Inc	Norwalk
Typewriters	
Underwood Elliott Fisher Co	Hartford
Typewriter Ribbons	
Underwood Elliott Fisher Co	Hartford
Underclearer Rolls	
Sonoco Products Co (Climax-Lowell Div)	Mystic
Vacuum Bottles and Containers	
American Thermos Bottle Co	Norwich
Vacuum Cleaners	
The Spencer Turbine Co	Hartford
Valves	
Norwalk Valve Company (sensitive check valves)	South Norwalk
Valves—Automatic Air	
Beaton & Cadwell Mfg Co	New Britain
Valves—Flush	
Beaton & Cadwell Mfg Co	New Britain
Valves—Relief & Control	
Beaton & Cadwell Mfg Co	New Britain
Ventilating Systems	
Colonial Blower Company	Hartford
Vises	
The Charles Parker Co	Meriden
Washers	
The Blake & Johnson Co (brass, copper & non-ferrous)	Waterville
American Felt Co (felt)	Glennville
Clark Brothers Bolt Co	Milldale
The Sessions Foundry Co (cast iron)	Bristol
J H Sessions & Son	Bristol
The Raybestos Div of Raybestos-Manhattan Inc (clutch washers)	Bridgeport
Watches	
Benrus Watch Co	30 Cherry St Waterbury
Waterproof Dressings for Leather	
The Viscol Company	Stamford
Webbing	
The Russell Mfg Co	Middletown
Welding Rods	
The Bristol Brass Corp (brass & bronze)	Bristol
Wheels—Industrial	
George P Clark Co	Windsor Locks
Wicks	
The Russell Mfg Co	Middletown
The Raybestos Div of Raybestos-Manhattan Inc (oil burner wicks)	Bridgeport (Advt.)

IT'S MADE IN CONNECTICUT

Wire
The Bristol Brass Corp (brass & bronze) Bristol
The Driscoll Wire Co (steel) Shelton
Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted
The Atlantic Wire Co (steel) Branford
The Platt Bros & Co (zinc wire) Waterbury
P O Box 1030
Rockbestos Products Corp (asbestos insulated) New Haven
Scovill Manufacturing Co (brass, bronze and nickel silver) Waterbury

Wire Arches and Trellis
The John P Smith Co New Haven
423-33 Chapel St

Wire Baskets
Rolock Inc (for acid, heat, degreasing) Fairfield

Wire Cable
The Bevin-Wilcox Line Co (braided) East Hampton

Wire Cloth
The C O Jelliff Mfg Co (All metals, all meshes) Southport
The John P Smith Co New Haven
423-33 Chapel St

Wire Drawing Dies
The Waterbury Wire Die Co Waterbury

Wire Dipping Baskets
The John P Smith Co New Haven
423-33 Chapel St

Wire—Enameled Magnet
Sweet Wire Co Winsted

Wire Formings
The Autoyre Co Oakville

Wire Forms
The Humason Mfg Co Forestville
The Wallace Barnes Co Div Associated Spring Corp Bristol

Wire Goods
The Patent Button Co Waterbury
The American Buckle Co (overall trimmings) West Haven
Scovill Manufacturing Co (To Order) Waterbury

Wire Mesh
Rolock Inc (all meshes and metals) Fairfield

Wiremolding
The Wiremold Company Hartford

Wire Nuts—Solderless
The Wiremold Company Hartford

Wire Reels
The A H Nilson Mach Co Bridgeport

Wire Partitions
The John P Smith Co New Haven
423-33 Chapel St

Wire Rings
The American Buckle Co (pan handles and tinners' trimmings) West Haven

Wire Shapes
Bridgeport Chain & Mfg Co Bridgeport

Woodwork
C H Dresser & Son Inc (Mfg all kinds of woodwork) Hartford

Yarns
The Ensign-Bickford Co (jute carpet) Simsbury
Reynolds & Co (cotton, rayon) Norwich

Zinc
The Platt Bros & Co (ribbon, strip and wire) Waterbury
P O Box 1030

Zinc Castings
Newton-New Haven Co Inc 688 Third Ave West Haven
(Advt.)

WAR CONFERENCE

(Continued from page 9)

that Connecticut's production is not only the highest per capita in the country but higher by one-third than its nearest competitor.

The war production job accomplished in this state was described by the Governor as "marvelous" and was achieved he said through the co-operative effort of management, labor, state and federal agencies.

Such co-operation was largely instrumental in getting Bridgeport out of the "critical labor area" classification, he said, as he advised efforts to cut down labor requirements in order to bring other areas of the state out of the same classification.

The conference program was designed to assist manufacturers in solving present problems and to present subjects of concern to them during the war period and immediately afterwards, and these aims were broadly carried out, especially at the panel sessions.

One of the panel speakers was Leslie M. Bingham, director of development for the Manufacturers Association of Connecticut, who spoke at the panel on Product Development. F. P. Gilligan of Henry Souther Engineering Corp., Hartford, was chairman of this meeting at which D. A. Nimsen, International Nickel Co., and Edward F. Vaill Jr. of Bakelite Corp., Hartford, also spoke.

At the panel on Methods Improvement the chairman was A. H. Williams of Haydon Manufacturing Co., Forestville, while the speakers were Capt. Robert A. Olson of the Ordnance Department, Springfield Armory, and

Herbert F. Goodwin, industrial consultant, Massachusetts Institute of Technology, Cambridge, Mass.

The Modern Plant Maintenance panel had as its speakers C. C. Stevens, New Departure, Bristol; S. A. Czarnecki, Hamilton Standard Propellers, East Hartford, and H. R. Benson, Westinghouse Electric, Boston. The chairman was H. W. Benton of Niles-Bement-Pond, West Hartford.

At the general assembly L. C. Smith of Spencer Turbine was chairman with W. F. Costello, chief of the industrial section, Springfield Ordnance District, and Capt. D. F. Linsley, chief of the conversion engineering section, Springfield Ordnance District, as the speakers.

GROUP INSURANCE PLAN

(Continued from page 12)

one big policy. Under no other plan would it be possible to secure such substantial amounts of insurance at these small premiums. Then, too, if the experience is satisfactory, the initial cost will be reduced.

One of the immediate benefits to participating companies, lies in the fact that Group Life Insurance represents about the only avenue through which an employer may legally give an employee any substantial financial aid. The latest Treasury regulations state that premiums paid by an employer for Group Life insurance without cash surrender value do not constitute salary under the Wage Stabilization Act.

To the employer who wishes to do everything possible to retain the loyalty and good-will of his most valued and trusted employees this plan offers

an excellent opportunity to make a material contribution to their welfare.

In a period of variable conditions such as we are now passing through, there are few investments we could make which would give the protection and the security which insurance affords.

That this is a universal feeling is attested to by the fact that during the last few years purchases of life insurance have increased both in Canada and in the United States in spite of taxes, bond purchases and higher living costs. Employees who have increased their incomes through overtime pay and other factors have taken advantage of the opportunity to invest in life insurance. It is primarily for the executive and the supervisor,—each of whom is on a fixed salary—that this master group policy has been devised.

Looking at the plan in the light of present day conditions, the value of such insurance is readily apparent. It gives additional protection to families of men who are unable at present to increase their own life insurance as they would wish. It is the one way in which companies can aid this particular class of employee.

While this plan may be particularly attractive under present day conditions, its long term value is equally as great.

Although no one knew ten years ago what the world would be like today, yet no one who purchased life insurance ten years ago regrets his investment. We feel justified in saying that any type of life insurance will be as valuable ten, fifteen, twenty-five years hence as it is today. The experience of generations bears us out.

SERVICE SECTION

FOR SALE—RENT—WANTED

FOR SALE—Property at 119 Willow Street, Winsted, Connecticut—Lot approximately 250 ft. frontage on Willow Street, 190 feet has a depth of approximately 160 feet, 60 feet has a depth of approximately 60 feet—Building: main section, 3 stories, 35 ft. by 100 ft.; main section, 2 stories, 30 ft. by 58 ft.; addition, 1 story, 10 ft. by 30 ft.; addition, 1 story, 18 ft. by 25 ft.—Equipped with oil burner and coal stoker—Close to Winsted Railroad Station—Equipment for sale: power saw, jointer, shaper, drill press, sander. Address R. E. 130.

FOR RENT—200,000 square feet of factory space for rent—prices range from 18¢ to 30¢ per square foot heated, according to location. Address R. E. 131.

FOR SALE—New Tabor Core Moulding Machine—Jar Ram—Hand Rollover and Hand Draw—Plate Size 14" x 16"—Pattern Draw 8". Address S. E. 404.

FOR SALE—1,500,000 sheets 4" x 6" of 50 pound base Vegetable Parchment paper. Address S. E. 408.

FOR SALE—500 Tote Pans, slightly used. Address SE 423.

WANTED—Metal Clothes Locker suitable for office. Address S. E. 424.

WANTED AT ONCE—75 ton or larger capacity Knuckle Joint Embossing Press—similar to Bliss No. 4 or Waterbury Farrel Presses—must be in good condition—wire, telephone or write. Address S. E. 427.

FOR SALE—1—1½" Garvin Hand Screw Machine with Gross Feed, but not Bar Feed—Excellent second operation machine—Counter Shaft Drive; 1—P & W Centering Machine Motorized; 1—Modern Cylindrical Grinder 12" x 36"—Takes Wheel from 1¼" width to 5½" wide—Counter Shaft Drive—Rebuilt; 1—Nutter & Barnes Power Cut-off saw with new Lima Multi-Speed Drive—2 H.P., 220 Volt, 2 Phase—Sold separately or as a unit; 1—No. 44 Dumore Grinders; 2—Foster Super Finishers—Practically new—Ideal for plug gauge finishing; 1—Greenfield 8 x 10 Hydraulic Internal Grinder with X-Cello Motorized Spindle—Counter Shaft Drive; 1—L.W. Magnetic Chuck without Rectifier—1 yr. old; 1—Van Dorn Motorized Valve Refacer; 1—10 Ton Arbour Press; 1—24" stroke Motorized Precision Planer—Ideal for tool work; 1—Gould Water Motorized Pump with 30 gallon tank; 1—Rivett Internal Grinder Model No. 103 Counter Shaft Drive; 1—Wells Type 8M-41 Motorized Band Saw Cut-off Machine; 1—Logan 10 x 36 Lathes with Pan and Stand. Address S. E. 428.

FOR SALE—Approximately 700 or more small Coolant Pumps in surplus stock—140 Size 00 without pulley—800 Size 0000 without pulley—model 1850—have built in relief valve and are of a rotary type—speed ranges from 300 to 500 RPM spiral pumping gears—all new and never been used—made by G. D. Roper Corporation of Rockford, Illinois. Address S. E. 429.

FOR SALE—1—Wood Hand Feed Surface Grinder, 2 Model A, Cleveland Automatic Screw Machines, motorized, now operating. Address S. E. 430.

PERSONNEL

ENGINEERING EXECUTIVE—Age 40, married — conscientious, practical, administrative ability—mechanical and industrial engineering background—diversified experience in all phases of precision manufacturing—organization, budgets, cost analysis, planning, scheduling, production control, expediting, sub-contract, purchasing, plant layout, machine shop equipment, tools, etc.—only interested in permanent position—salary open depending on location and opportunities. Address P. W. 1043.

RESEARCH ENGINEER—Specializing in cutting costs and increasing production for greater profit through analysis and use of employee's desire for recognition, coordination of departmental efforts, and creation of unity of purpose between personnel and management—seeks opportunity to apply his experiences for the benefit of a Connecticut manufacturer. Address P. W. 1044.

28 YEARS' EXPERIENCE IN INDUSTRY—For the past 17 years I have been Assistant Factory Manager of manufacturing plant in Stamford, Conn., terminating last March—present time doing consulting, investigating work—recently took war production training course at Harvard Bus. School. Address P. W. 1045.

SALES MANAGEMENT—Married—age 48—Twenty-three years' experience in Automotive industry (retail, wholesale sales, maintenance and managerial) in New England territory—In 1942 was Government Contact man in Washington, D. C., for large manufacturer. Have knowledge of material procurement and distribution and can handle expediting—would like position now as assistant to general manager, sales manager, or production manager, that would hold some promise of security in the postwar period. Address P. W. 1052.

EXECUTIVE—Active experience in Industrial Relations field—Employment Manager for large manufacturing company, employing both men and women—Experience in Labor relations, Selective Service Deferments, Bond sales promotions, training within industry—Chairman of Labor-Management committee—Editor of House organ—Full supervision of Athletic and Recreational program for 1500 employees. Wide experience in sales, both retail and wholesale—Able to train men in selling, especially in promotional work—Advertising experience and radio script writing. College graduate—B.S. degree, age 42, married—3 children. Address P. W. 1053.

MANAGEMENT—Experience includes charge of factory, general office, purchasing, estimating, retype and layout, and art departments—assisted the sales manager and participated in all matters of policy and procedure—handled financial matters with the bank—instrumental in establishing a standard cost system, a standard hourly method for estimating, production and materials controls which reflected economies in production and increased sales—costs, time and motion, rate selling, job analysis and evaluation—age 41. Address P. W. 1054.

ADVERTISING-MARKET RESEARCH AND PLANNING—Long, successful experience in developing new programs and functions with outstanding Connecticut manufacturer, particularly in marketing and advertising—initial salary incidental to opportunity of demonstrating training and imagination in phase of postwar planning—age 36—married. Address P. W. 1057.

EXECUTIVE ASSISTANT—Former assistant to manager of Yale Club—nine months safety director shipyard employing 10,000—decreased accident record 40%—experience with personnel, expediting, and general factory management—age 30—commuting distance of Branford. Address P. W. 1058.

EXECUTIVE—Thoroughly experienced in corporate and financial management seeks executive position in Connecticut industrial corporation of permanent character—capable of general supervision of operations and financial planning and control—age 52 years—salary commensurate with responsibilities. Address P. W. 1060.

SUPERINTENDENT—16 years general foreman specializing in all semi-automatics—planning and layout, estimating, retooling—complete charge of 130 men—35 years' practical experience—medium-heavy machine work desired—\$5500. Address P. W. 1079.

EXECUTIVE—Experienced business man of managerial ability with record of performance in responsible industrial and administrative positions. Able to plan, direct and supervise plant operation, personnel and office management; also possesses investigative and sales experience. Cornell graduate. Age 52. Address P. W. 1082.

SALES EXECUTIVE AND GENERAL MANAGER—Thoroughly experienced in all phases of distribution—12 years with large hardware manufacturer—3 years with manufacturer of heavy chemicals—11 years with manufacturer of floor covering—At present Supervising Sales and General Manager for manufacturer of textile machinery—Excellent record—adaptable—gets results. Address P. W. 1085.

SALES MANAGEMENT—Age 42—college work in mechanical engineering and business administration—experience includes all phases of sales, sales management, engineering, merchandising and promotion—has devised cost systems, set up operative budgets. Address P. W. 1089.

FULLERGRIFT BRUSHES

Serving the Armed Forces

On the land • In the air • On the sea

Fullergript Gun Cleaning Brushes, built to the rigid specifications of the Ordnance Department, are helping keep the bores, breeches and elevating gears, lands and riflings of guns and cannon in top-notch condition. To build these brushes requires the finest workmanship and skill. Fuller Household and Personal Brushes also meet a war time need and aid in maintaining cleanliness and order. War workers need these time-and-labor saving servants more than ever. At the present time our entire facilities are devoted to essential production. As house-keeping and personal brushes are also essential to civilian needs, you can still obtain these dependable aids

THE FULLER BRUSH COMPANY, Hartford, Conn.

Pioneer Manufacturer of Brushes for Home and Industry



AN EXTRA HOUR FOR THE SERVICEMEN

Night reductions on long distance telephone calls now start at 6 p. m. instead of 7. This is a break for the service men and women who find evenings the only time to place their calls. Please help — by leaving the extra hour free for them to use . . . by making only the most urgent calls to distant out-of-state points during the busy evening hours.



**THE SOUTHERN NEW ENGLAND
TELEPHONE COMPANY**

COMPETITION

after this war is going to require large amounts of printing. Broad­sides, brochures and manuals will be in great demand. Better start now to do some serious thinking about them

The Case, Lockwood & Brainard Co.
Hartford 1, Connecticut

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